

Proceeds for Paws: An Annual Fundraising Campaign

An Honors Thesis (HONR 499)

by

Alexis Kiesel

Thesis Advisor

Professor Cindy Miller

Ball State University

Muncie, Indiana

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Abstract

Fundraising is a vital part of any nonprofit organization's activities, especially since in most cases, it is the only way to keep the organization running. In many cases, fundraising occurs through various donations and a few grants. However, it can be difficult to ensure funding for years to come without an annual plan. This is where the annual fundraising campaign plan can become a part of a nonprofit organization's long-term sustainability plan. This typically requires extensive research on the organization, its audience, and its resources. The Animal Rescue Fund, also known as ARF, in Muncie, Indiana, is a nonprofit organization that seeks to provide shelter, medical care, and love to abused, abandoned, neglected, and unwanted animals until permanent homes may be found. Muncie ARF's executive director, Jody Leddy, sought to establish an annual fundraising campaign plan, and she placed this important task in my hands. With her support and feedback, I was able to conduct research, formulate a plan, and provide pieces and suggestions for ARF to use for years to come.

Acknowledgements

I would like to thank Ms. Cynthia K. Miller for advising me throughout this project. Her advice not only throughout this project, but also her class, provided endless insights into the real-world work to anticipate upon entering the job field.

Thank you to Debby Davis, a professor, role model, and public relations professional who has taught me about public relations, but more importantly has given generously of her time, talent, and kindness.

I would like to thank my roommates and best friends, Rachel and Maren, for their endless support of all my endeavors, including eating sweets to deal with the stress of my creative project.

I would also like to thank my family, Mark, LeeAnn, Abby, and Austin for their constant encouragement and belief in me.

Finally, thank you to Jody Leddy, the executive director of ARF, for her willingness to allow me to have such an opportunity for growth and learning with a tremendous impact. Her constant reassurance, kindness, and appreciation kept me going on my toughest days.

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Process Analysis Statement

The process of creating an annual campaign fund plan involved many integrated steps. I would consider there to be four distinct portions of the project: preliminary research, analysis, development of a strategic plan, and asset production. My first step involved reaching out to Jody Leddy, the executive director of the Animal Rescue Fund (ARF) in Muncie, Indiana. We had an initial meeting discussing what Jody envisioned for the campaign and how we might appeal to donors. She gave me a background on the organization, how it runs, and how much funding it receives. I also met with my advisor, Cindy Miller, in order to determine what the project might include and best practices in this area.

Once I received a general direction in which ARF wanted to go, I began preliminary research, which also included analysis simultaneously. I started by researching local nonprofit campaigns. I found 11 nonprofit organizations locally to analyze. For each of these organizations, I analyzed their annual events, social media (especially focusing on Facebook due to the age bracket which uses it most), and included descriptions and screenshots to support my conclusions. Next, I analyzed national nonprofit organizations that succeed greatly in the area of fundraising. The two organizations I focused on were the United Way and The Task Force for Global Health. I analyzed their websites and donation processes. I also researched general best practices in the realm of nonprofit fundraising. I found insights into frequency and timing, methods, assets, audience, campaign naming, and events. From this research, I realized our campaign needed a name other than "The Annual Campaign Fund." I also realized that the campaign would be more likely to succeed during giving season rather than in the summer months as Jody and I had originally planned. After presenting her with my research, she agreed that we would need to adjust the timeframe of the campaign accordingly.

Next, I utilized a textbook from a class that I have found to be a great resource. This book establishes a research plan that includes analyzing the situation, organization, and publics involved in any public relations campaign. I answered approximately 150 questions analyzing the situation, organization, and publics of ARF with the help of Jody Leddy and much additional research. Additionally, I created a publics breakdown and priorities worksheet to identify which publics are most important to target in ARF's annual fundraising campaign.

Additionally, I read through a packet provided to me from Jody Leddy, from a conference she attended. The 186-page document was put together by the IUPUI Lilly

Family School of Philanthropy Fund Raising School and was titled "Developing Annual Sustainability." This included fundraising fundamentals, details on what an annual fund is, how to make decisions based on organizational data, and how touchpoints might be determined. The document provided templates for how to create gift charts, timelines, and other significant assets, which I used often in my project.

I analyzed the organizational readiness, and came to realize the true limitations of a nonprofit in funding and resources. I also sought historic data from ARF. However, in doing this, I found that the organization did not keep many formal records before the current director took over, which was approximately a year and a half ago. I also found that I was unable to attain the few records on donor information and statistics, adoption information and statistics, and budgeting documents. This was initially a huge set-back for me, as I never got clear confirmation from the organization that I would not be able to analyze this information, and much of my further planning could have potentially depended upon that information and data. However, because of privacy reasons and the lack of willingness of the organization to provide me with this information, I moved on to identifying touchpoint strategies and how I might help the organization succeed without that information.

Next, I moved into the development of a strategic plan portion of the project. Based on the research I had gathered and my discussions with Jody, both in person and through emails, I began to establish goals for ARF. The overarching goal of the campaign was simple: create annual sustainability for ARF through a recurring annual campaign. However, I had to identify the strategies, objectives, and tactics I would suggest ARF use to create and implement this campaign. This took many revisions with much thought and reference to previous research. Once the goals, strategies, objectives, and tactics were set, I determined how these could be accomplished. I knew that in implementing the plan, I could help ARF establish a timeline as to when to do what, but I knew I could not help set the budgeting aspect. I created a gift chart, although I knew without access to past donor information, it might be inaccurate from actual anticipated giving. Another area in which I knew I could give valid and significant recommendations to ARF involved social media. I analyzed ARF's social media platforms (Facebook, Twitter, and Instagram) and made suggestions based on content I saw on the platforms. I provided ARF with ideas of weekly content that should be continued as well as implemented to increase engagement and reach. I provided a group of references and articles about social media marketing and highlighted topics each addressed for ARF's future reference. I also provided examples of best practices in the nonprofit pet rescue field and highlighted ways in which these organizations were succeeding that ARF might attempt to pattern their activities after. Additionally, I

created a timeline for ARF that included all assets to be created each year for the campaign and in which month these would be created and sent, if applicable. This was based off of examples included in the "Developing Annual Sustainability" packet.

Once I had researched, analyzed, and planned for over four months, I began to create assets for ARF. I focused on methods that had been highlighted in "Developing Annual Sustainability" and other resources I had found throughout my research. This process began by consulting with Jody as to whether or not the campaign would have its own logo separate from that of ARF's, which we decided against. We also decided to use the recognizable color scheme that ARF uses in all its promotional pieces. From this, I determined that key elements involved in the campaign, such as typeface and general design principles, would set the tone and mood of the campaign. I wanted to ensure the campaign focused on the idea that positivity better influences publics and that modern approaches must be utilized. I decided to include certain pieces based on the resources, both financial and workforce, that ARF has in addition to ways in which the key publics would be most likely affected. Although initially I had hoped to create a blog, film a promotional video, and revamp the website, I quickly realized that even if I could create these assets, ARF would not have the manpower to maintain them. I also recognized that it was time to name the campaign. I could not create promotional pieces without a name for the campaign. I brainstormed words that related to animals, rescue, and money. I listed them all, then tried to rearrange sets of words to find the ideal name. I realized the name must clearly communicate that it involved a fundraiser for animals, specifically pets. I also knew this would have to be easily recognized as a portion of the organization, so I wanted to ensure that ARF could become a modifier of the name with ease of pronunciation and a pleasant sound. Finally, with Jody's input, we decided on the name "Proceeds for Paws."

Next, I began to create assets. This process took many iterations, seeking help, and changing formatting to make these assets usable for ARF in the future. I worked with Jody to obtain statistics and stories from ARF to include in some of these assets. The creative writing portion of this task proved time-consuming, as did the designing. I used research specifically dedicated to writing appeals for nonprofit animal rescue organizations. A major hang-up I experienced was in reference to email appeals and marketing. I had originally made a header and template for all e-newsletters and email appeals on InDesign. I knew that InDesign had the capability for web design and publishing content to the web, but I struggled to find out how to incorporate the designs I had made into the main body of an email. I conducted countless Google searches and watched multiple YouTube tutorials attempting to solve my problem. Eventually, I sought help from a colleague design expert. She suggested I instead use

an online hosted program and save my header as a JPEG. This brought much relief but also meant additional work. I worked with Jody to create a Mail Chimp account with an email that ARF would be able to access for years to come. Next, I created templates within the program for ARF to use for all their emails.

The idea that I would not be involved in the project when implemented haunted me in some ways, but I knew that I was providing valid information and would be giving substantial assets for ARF to use in years to come. I also realized that I would need to create an evaluation plan for ARF to recognize strengths and shortcomings in the campaign and how to improve those from year to year. In order to evaluate the campaign, I created a five-part plan with required pretests to occur before the beginning of the campaign. Additionally, I created guiding questions for ARF to use to evaluate each goal, objective, and strategy involved in the annual campaign fund plan.

Finally, I presented the plan to Jody at ARF for implementation and discussion. Although I will not be directly involved in the campaign this October through December, I did offer myself as a resource for questions or assistance in the coming months. I also hoped I could hear about how the campaign went once complete.

During this project, I learned a lot about myself and also about my future career. I learned that despite my diligence, work ethic, and organization, without having strict deadlines, I would spend some weeks working constantly on this project and others not touching it. I always have my assignments ready to turn in far before they are due, but because of this project, I came to realize I will not have that kind of control over my projects in the workplace. Working with another organization, and more specifically a nonprofit, taught me that patience is necessary, and tasks cannot always be completed on one's own timeline. I had planned originally to have everything except the assets finished by Christmas break. Then, I had planned to have the entire project completed by the end of spring break. However, feedback and communication from ARF was slow. I know the reason for this was the incredible demands placed upon their few employees. I realize they are underfunded and understaffed, but knowing that did not help with the fact that most times I waited a week or two for a returned email from the organization. That definitely slowed down the process and caused me frustration at times. However, it helped me with patience, an area in which I struggle, and reminded me that once I enter the job field, I will always be interacting with other individuals, departments, or organizations, especially in the public relations field, and that will influence my workflow.

I came into this project feeling confident about the design aspects and social media aspects of creating the campaign. However, before doing this project, I feel that I only had a general knowledge of fundraising and best practices in the field. Through research, reading, and interactions with mentors, I learned how fundraising might be coordinated effectively, and I can now say confidently that I could coordinate building and implementing an annual fundraising campaign from scratch. Although I did not get to have hands in as many areas of the planning as I had wanted (donor and budget analysis), I feel that I could have done those tasks sufficiently. Despite the fact I will not be implementing these plans, I firmly believe I could if given the opportunity.

Another aspect of this project that taught me a lot involved the lack of affirmation received. Throughout my semester-long classes, I generally receive affirmation from professors or other students in class at least once a week and consistently turn in assignments or smaller projects for grades. While completing this project, I did not receive much affirmation at all aside from Jody's responses of appreciation when I would send her my latest progress.

Moving forward, I will take this experience as one to prepare me for my future academic career. This year, I have been taking graduate classes in Emerging Media Design and Development. This summer and next year, I will be completing a graduate thesis, which will be a step up from this one. However, doing this project has given me confidence in my ability, and I believe it will help me to anticipate how much effort, time, and thought next year will require.

Despite the many academic endeavors I have had throughout my college years, I can say this one will remain in my mind a long time. I have a passion for helping others, and I pursued that passion constantly in my student organizations and outside activities as well as my daily life. Bringing this deep-rooted source of joy to an academic setting through this project gave a whole new meaning to my undergraduate experience. I know that through this project, I not only helped the overworked and underpaid employees of ARF, but I also helped the Muncie community. Additionally, I helped the animals at ARF to have a better chance of receiving better care for years to come.

Preliminary Research

Local Nonprofit Fundraising

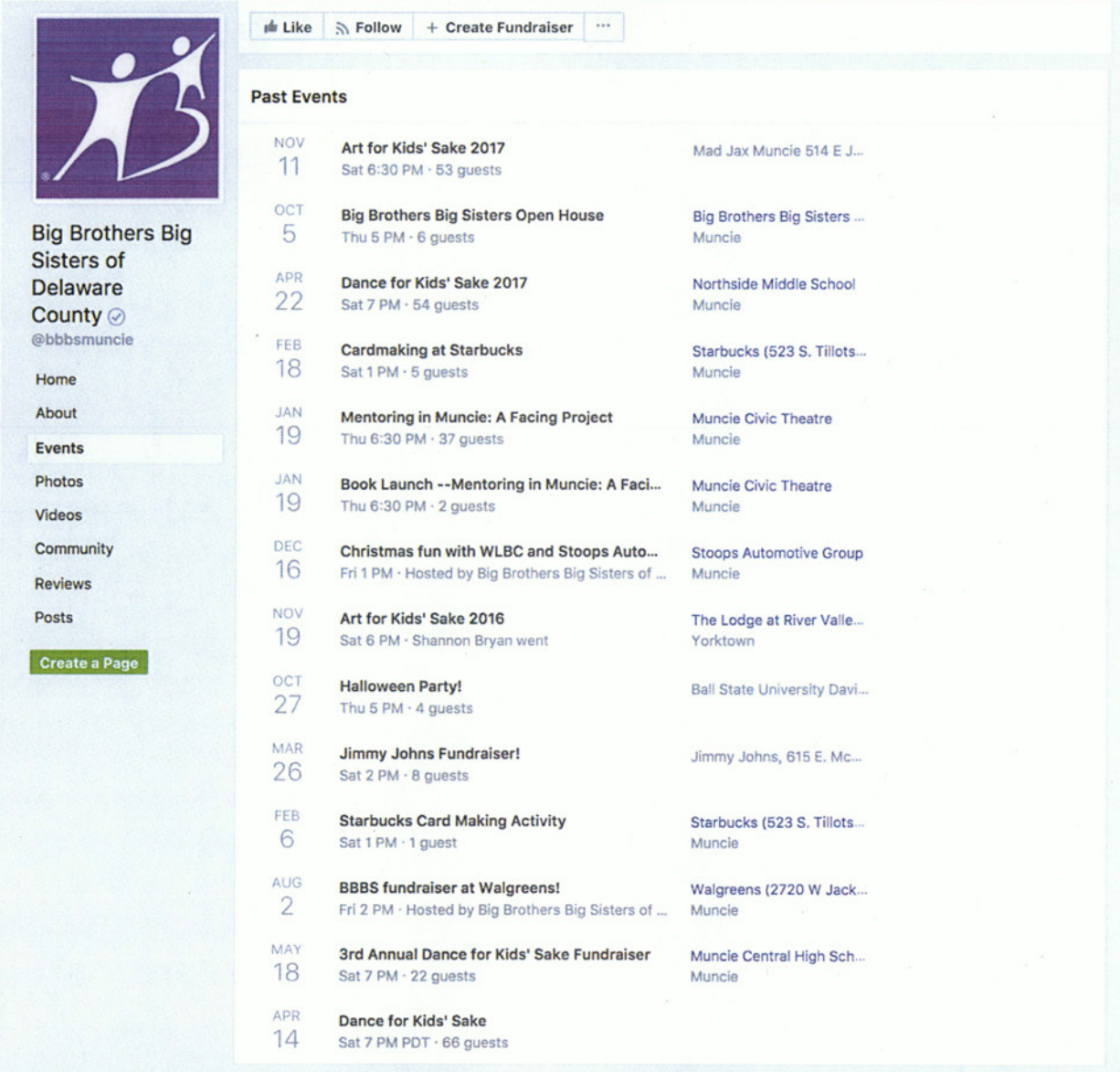
BIG BROTHERS BIG SISTERS

Big Brothers Big Sisters puts on an annual fundraising event called Dance for Kids' Sake. This takes place in the spring. There are a few other fundraising events throughout the year including Art for Kids' Sake, which takes place in the fall.



Figure A: Art for Kids' Sake 2017 website marketing and Facebook event

It does not appear that Big Brothers Big Sisters has an annual campaign for fundraising. However, social media is utilized in marketing events through events postings and photos. The Big Brothers Big Sisters website is easily navigable and donating is simple. Donations and sponsorships are encouraged.



The screenshot shows the Facebook profile of Big Brothers Big Sisters of Delaware County (@bbbsmuncie). The page features a purple profile picture with a white logo of two stylized figures. The left sidebar contains navigation links: Home, About, Events (highlighted), Photos, Videos, Community, Reviews, and Posts. Below these links is a green button labeled 'Create a Page'. The main content area is titled 'Past Events' and lists 15 events in a table format, including dates, event names, times, guest counts, and locations.

Date	Event Name	Time	Guests	Location
NOV 11	Art for Kids' Sake 2017	Sat 6:30 PM	53 guests	Mad Jax Muncie 514 E J...
OCT 5	Big Brothers Big Sisters Open House	Thu 5 PM	6 guests	Big Brothers Big Sisters ... Muncie
APR 22	Dance for Kids' Sake 2017	Sat 7 PM	54 guests	Northside Middle School Muncie
FEB 18	Cardmaking at Starbucks	Sat 1 PM	5 guests	Starbucks (523 S. Tillots... Muncie
JAN 19	Mentoring in Muncie: A Facing Project	Thu 6:30 PM	37 guests	Muncie Civic Theatre Muncie
JAN 19	Book Launch --Mentoring in Muncie: A Faci...	Thu 6:30 PM	2 guests	Muncie Civic Theatre Muncie
DEC 16	Christmas fun with WLBC and Stoops Auto...	Fri 1 PM	Hosted by Big Brothers Big Sisters of ...	Stoops Automotive Group Muncie
NOV 19	Art for Kids' Sake 2016	Sat 6 PM	Shannon Bryan went	The Lodge at River Valle... Yorktown
OCT 27	Halloween Party!	Thu 5 PM	4 guests	Ball State University Davi...
MAR 26	Jimmy Johns Fundraiser!	Sat 2 PM	8 guests	Jimmy Johns, 615 E. Mc...
FEB 6	Starbucks Card Making Activity	Sat 1 PM	1 guest	Starbucks (523 S. Tillots... Muncie
AUG 2	BBBS fundraiser at Walgreens!	Fri 2 PM	Hosted by Big Brothers Big Sisters of ...	Walgreens (2720 W Jack... Muncie
MAY 18	3rd Annual Dance for Kids' Sake Fundraiser	Sat 7 PM	22 guests	Muncie Central High Sch... Muncie
APR 14	Dance for Kids' Sake	Sat 7 PM PDT	66 guests	

Figure B: Big Brothers Big Sisters Past Facebook Events

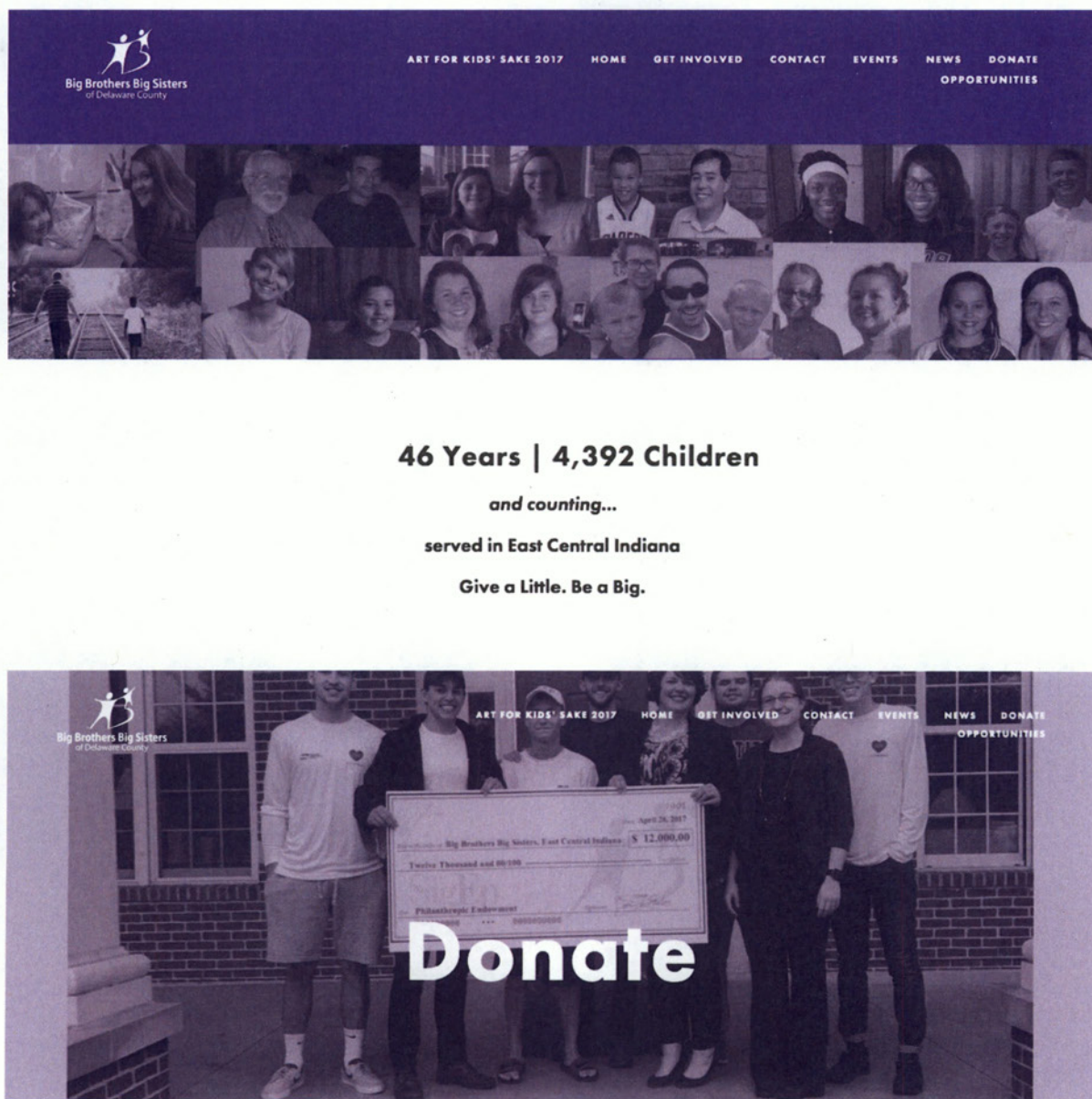


Figure C: Big Brothers Big Sisters Website

It's not just a donation. It's an investment in a child's future.

When you give online to Big Brothers Big Sisters, you directly support children in our community. No matter how little or big the amount, donating can start making a difference in the lives of young people around you. If you are a business or business owner click the sponsor button below to find out how you can support our events.

If you are an individual interested in monthly giving or a one time donation
click the button below.

If you are a business or business owner click the sponsor button below
to find out how you can support our events.



Your donation to BIG BROTHERS BIG SISTERS OF EAST CENTRAL INDIANA INC

Donation amount

☐ \$500
☐ \$250
☐ \$100
☐ \$50
☐ \$25
☐ Other

Login with Email

Login with Facebook

☐ I'd like to cover the fee so 100% of my donation goes to the nonprofit

Leave a comment with your donation

Your info

Email address

name@example.com

Name

First
Last

Billing address

Address line 1

City
State
ZIP code

United States

☐ I want to create a FirstGiving account so I can see my donation history

BIG BROTHERS BIG SISTERS OF EAST CENTRAL INDIANA INC

Tax ID: 35-1276651
4024 N Rosewood Ave
Muncie IN 47304

This site is 100% secure
We're committed to providing the best fundraising and donating experiences for you. This includes ensuring the security and privacy of your information.

Need help?
support@firstgiving.com
877.365.2949

Figure D: Big Brothers Big Sisters Website Donation Pages



Big Brothers Big Sisters
of Delaware County

2017-2018 EVENTS

FALL 2017

ART FOR KIDS Sake
An evening of ARTful entertainment
Silent & Live Auctions
Local Artist | Live Music | Drinks | Food

December 2017 The Giving Tree
Sponsor a Little on our waiting list
Surprise them with a gift from their Christmas list

October 2017
Partner with BSU COMM CLUB
Crafts | Movies | Candy & FUN

January 2018
Join us in the celebration of mentoring in Muncie
Sponsor this event that celebrates all organizations that impact our community

February 2018
Help our Bigs & Littles enjoy crafting for Valentines Day

Spring 2018
Largest Annual Fundraiser
Community members take the stage
Silent Auction | Dancing | Glamorous Competition | Food & Drinks

Summer 2018
Support our Littles as they celebrate being out of school
Outdoor activities | Food | Sunshine & Fun

Sponsor one of our events & help change the lives of youth in our community

Figure E: Big Brothers Big Sisters 2017-2018 Event Listing

CORNERSTONE CENTER FOR THE ARTS

Cornerstone has a web page focusing on donations and suggests donating by drop off, mail, phone or online. It does not appear that Cornerstone has an annual campaign or fundraising event. Cornerstone publicized events through Facebook.



CORNERSTONE
CENTER FOR THE ARTS

[DONATE](#) [REGISTER FOR CLASSES](#) [REQUEST INFORMATION](#)

welcome! | [cart](#) | [login](#) | [register](#)

[about](#) | [news](#) | [calendar](#) | [rental information](#) | [education programs](#) | [support cornerstone](#) | [contact us](#)

Featured Events

Holiday Show & Sale
November 17, 2017

Coffee & Paints
November 18, 2017

Cyber Monday - Half Price Gift Certificates
November 27, 2017

Giving Tuesday - Art Supply Bundles
November 28, 2017

Thanks for Giving Tuesday at MadJax
November 28, 2017

For more events, visit our calendar. »

Purchase Tickets

Cyber Monday - Half Price Gift Certificates
November 27, 2017

Giving Tuesday - Art Supply Bundles
November 28, 2017

Thanks for Giving Tuesday at MadJax
November 28, 2017

DONATE TO CORNERSTONE

Cornerstone Center for the Arts is enthusiastic in our mission to provide arts programming, activities and events that are family-friendly, accessible, affordable and enjoyable to the community. Cornerstone is a 501(c)(3) non-profit and needs community support to succeed.

There are multiple ways you can support Cornerstone: consider making a donation of art supplies, musical instruments, dance shoes, and more; or donate your time and become a volunteer by filling out our [Volunteer Form](#), or make a monetary donation towards Cornerstone's programs.

We also invite you to invest in our future by designating a gift from your current assets or a portion of your estate to our endowed fund at The Community Foundation of Muncie and Delaware County, Inc. by visiting their website or calling 765.747.7181.

Figure F: Cornerstone Center for the Arts "Donate" Webpage



CORNERSTONE
CENTER FOR THE ARTS

DONATE

REGISTER
FOR CLASSES

REQUEST
INFORMATIO

welcome! | cart | login | register

about | news | calendar | rental information | education programs | support cornerstone | contact us

Featured Events

Holiday Show & Sale

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November 27, 2017

Giving Tuesday - Art Supply Bundles

November 28, 2017

Thanks for Giving Tuesday at MadJax

November 28, 2017

The Harmony Players Present: A Christmas Carol

December 1-December 9, 2017

The Harmony Players Present: A Christmas Carol

December 3-December 10, 2017

Social Media



YOUR SHOPPING CART

Donation - \$10.00 1 ☐ Delete this item

UPDATE CART

Make Additional Donation: \$10

ADD DONATION

Total: \$10.00

Billing Info

First Name*

Last Name*

Address*

Apt.:

City, ST ZIP*

Indiana

47305

Additional Info

Phone*

Email*

Payment Info

Payment Type*

Visa

Credit Card Number*

Card Security Code*

Card Expiration*

January

2017

All payment information is secure.

COMPLETE TRANSACTION

Figure G: Cornerstone Center for the Arts Online Donation Form

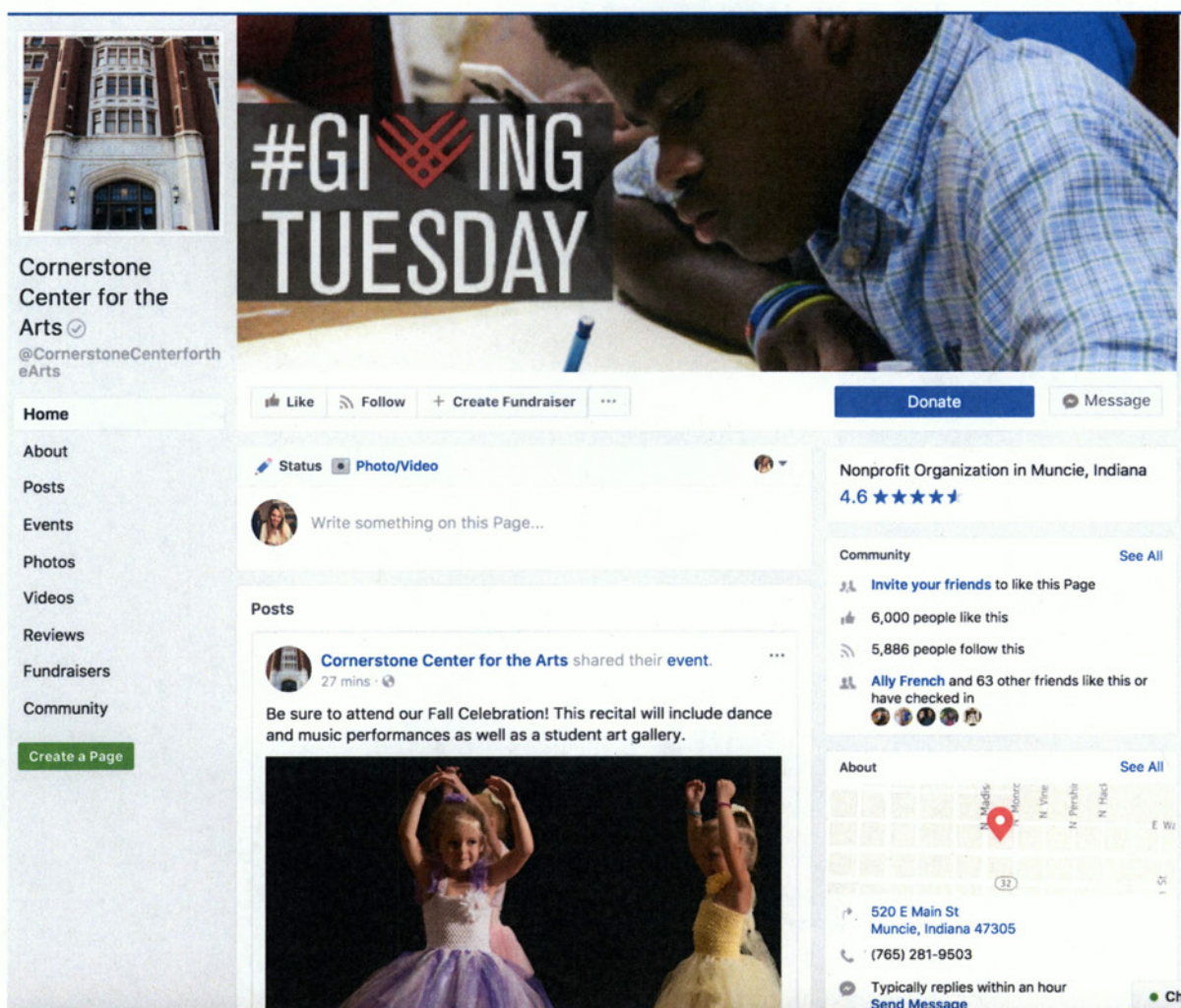


Figure H: Cornerstone Center for the Arts Facebook Page

HABITAT FOR HUMANITY

Muncie Habitat for Humanity coordinates and annual Dream Builders Breakfast in order to gain funding. The event is often held at the Horizon Center in downtown Muncie. The website features a mailing address and way to donate online. Monthly donations may be made through the online donation form as well.

Albums > Dream Builders Br...

...

Dream Builders Breakfast 2017


45 Photos · Updated 5 months ago




Figure 1: Habitat for Humanity Dream Builders Breakfast 2017 Event Photos



Figure J: Habitat for Humanity Facebook Page


[About Us](#)
[Volunteer!](#)
[Donate!](#)
[Apply for a House!](#)
[ReStore](#)
[News/Media](#)
[Contact](#)






Donate!

Friends like you make our homes possible.

Greater Muncie Habitat for Humanity builds safe, affordable homes for families in need. What makes our homes affordable are friends like you who donate the money needed to buy land, lumber, siding, and other items that go into every home. We thank you for your support! If you have any questions regarding donations, please contact our office for more information at info@munciehabitat.org or (765) 286-5739.

Donate Online:

All of our online donations are processed safely and securely. Click the button below to donate online via credit card.

Donate by Mail:

You may mail a check payable to Greater Muncie, IN Habitat for Humanity to:

Greater Muncie, IN Habitat for Humanity
P.O. Box 1119
Muncie, IN 47308

Muncie Habitat for Humanity Donation Form

Name *

First

Last

Total

\$0.00







Figure K: Habitat for Humanity Home Page

Muncie Habitat for Humanity Donation Form

Name *

First Last

Total

\$0.00

Email *

Phone Number *

 - -

####

Would you like your donation to go towards a Women Build Team? *

I would like to make a one-time donation of:

- ☐ \$1,000
 ☐ \$250
☐ \$500
 ☐ \$100
☐ Other

If you selected "Other", please put in your donation amount.

\$.
Dollars Cents

I would like to make a Monthly donation of:

- ☐ \$200
 ☐ \$50
☐ \$100
 ☐ \$20
☐ Other

If you selected "Other", please put in your donation amount.

\$.
Dollars Cents

How do you want to be recognized for your gift? (i.e. Joe & Shirley Johnson, The Johnson Family, etc.)

Notes / Special Instructions / In Memory of:

Figure L: Habitat for Humanity Online Donation Form

HILLCROFT SERVICES

Hillcroft Services gives multiple ways for interested people to get involved. Online donations or donations over the phone are accepted. Business and corporate event sponsorships are also options. Dream Nest is another opportunity for donations and volunteers. Hillcroft Services offers dream room makeovers for special needs children. They strive to redo four bedrooms each year.

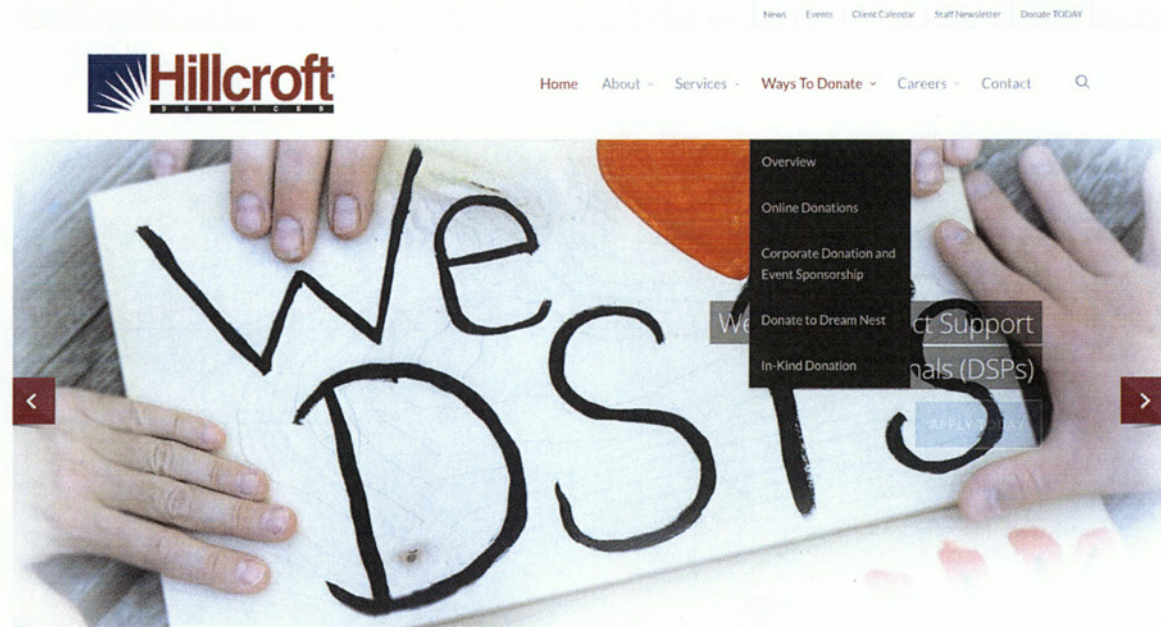


Figure M: Hillcroft Services Website Homepage with "Ways to Donate" drop down menu

Home Events Client Calendar Staff Newsletter Donate TODAY

Hillcroft

Home About Services Ways To Donate Careers Contact

Get Involved

Hillcroft's success in our mission to make extraordinary differences in the lives of children and adults with disabilities and their families. We appreciate the generosity of individuals, families, business and groups.

Here are ways you can make an extraordinary difference:

Make an Online Donation
(including Memorials and Honorariums)

To donate by mail, simply send your check or money order to:

Ms. Genet Soule
VP Development & Marketing
gsoule@hillcroft.org

To donate by phone, please call Ms. Genet Soule at (765) 284-4166, ext. 1108.

We accept In-kind donations.

Support Hillcroft Events:
Business and Corporate Event Sponsorship

For more information about getting involved with Hillcroft Services, please contact Ms. Genet Soule, VP Development & Marketing at (765) 284-4166, ext. 1108.

Hillcroft Services is a 501(C)(3) tax-exempt organization. Your donation is tax deductible.



CONNECT

Hillcroft Services, Inc.
#Hillcroft
heart@hillcroft.org

Like Page Learn More

Be the first of your friends to like this

Hillcroft Services, Inc.
on Facebook

Hillcroft Services' Community Service Award Presented to Bill and Gloria Galtner




Hillcroft Services' Com...

RECENT POSTS

Hillcroft Services' Community Service Award Presented to Bill and Gloria Galtner

Figure N: Hillcroft Services "Get Involved" Website Page

[News](#)
[Events](#)
[Client Calendar](#)
[Staff Newsletter](#)
[Donate TODAY](#)


[Home](#)
[About](#)
[Services](#)
[Ways To Donate](#)
[Careers](#)
[Contact](#)

Donate

Name*

First Name Last Name

Email*

Address*

City

State

ZIP Code





Phone*

(xxx) xxx-xxxx

Amount you would like to donate

\$

Credit Card

Expiration Date

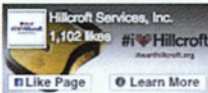
Card Verification Code

Would you like to make this donation in honor or memory of someone?


☐ Yes ☐ No

GIVE NOW

CONNECT


 Hillcroft Services, Inc. 1,102 likes #Hillcroft

Be the first of your friends to like this



Hillcroft Services, Inc. on Wednesday

Hillcroft Services' Community Service Award Presented to Bill and Gloria Gaither



RECENT POSTS

Hillcroft Services' Community Service Award Presented to Bill and Gloria Gaither

Carry: Sandy Penrod's Story

The Gift: Josh Scamihorn's Story

First Annual Trunk or Treat for the Community

2017 Hillcroft Talent Show

Participate in fulfilling our mission by making a donation today

PLEASE DONATE

Figure O: Hillcroft Services Online Donation Page

MERIDIAN HEALTH SERVICES

Meridian Health Services coordinates an annual charity gala at the Horizon Convention Center called Rialzo. This event includes entertainment, performances, dinner, dancing, and auctions in support of addiction and recovery programs for mothers struggling with addiction and their newborn babies. Locating the "Donate" option on the website was difficult. Donations can be made online through the site, but there is no option to make a recurring donation.



Figure P: Meridian Health Services Donate Button

Call Toll Free: 866-306-2647

MERIDIAN
HEALTH Services
Physical. Mental. Social Well-Being.

Harmony of whole-person health.

OUR SERVICES

Home About Physical Mental Social Patient Info Locations Careers Contact News

Events

Click map to get directions

Make a Donation

Fields marked with an * are required

Your Information

Organization

First Name *

Last Name *

Address 1 *

Address 2

City *

State *

Indiana

Zip / Post Code *

Figure Q: Meridian Health Services Donation Page

MUNCIE CIVIC THEATRE

Today, Muncie Civic is the only remaining theatre in Downtown Muncie, when at one point there were 11. Muncie Civic has been working over the past four years to increase education and outreach efforts in order to better benefit the community.

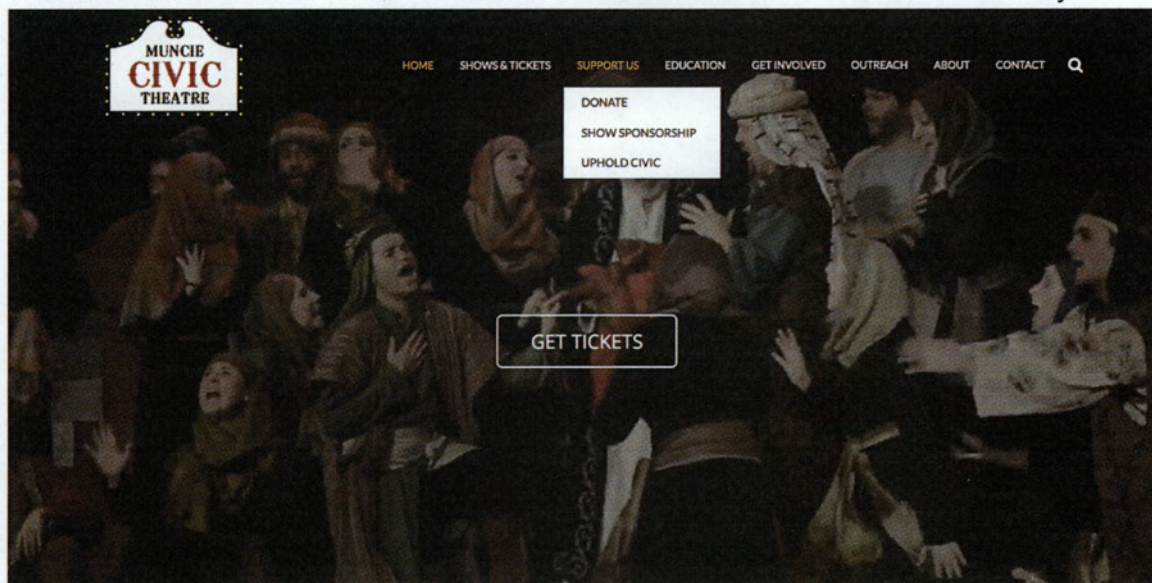


Figure R: Muncie Civic Theatre Website Homepage with “Support Us” drop down

The Muncie Civic Theatre’s website features a “Support Us” tab on their homepage. When the viewer hovers over the selection, the drop down includes: “Donate,” “Show Sponsorship” and “Uphold Civic.” The online donation form provides options of \$30, \$350, \$1,000 or a custom donation. Benefactors may also donate on a recurring basis of weekly, monthly or quarterly. The Facebook page for Muncie Civic includes a donate tab, which includes an online donation form with options of \$10, \$25, and \$50 also with a custom option. These donations may be made one time, weekly or monthly. Muncie Civic hosted a New Year’s Eve Formal at the theatre in 2017 as a way to fundraise and celebrate a monumental year. The event involved a live DJ, karaoke, a bar, trivia, an open dessert bar and a ball drop.

The screenshot displays the Muncie Civic Theatre website's donation page. At the top, a navigation bar includes links for HOME, SHOWS & TICKETS, SUPPORT US, EDUCATION, GET INVOLVED, OUTREACH, ABOUT, and CONTACT. A 'DONATE' button is prominently featured on the left. The main heading is 'Give Online'. The donation form itself is titled 'MUNCIE CIVIC THEATRE' and offers four preset amounts: \$30, \$350, \$1,000, and 'Other'. Below these, a text input field shows '\$ 30.00'. The form also allows for recurring gifts with options for 'One Time', 'Weekly', 'Monthly', and 'Quarterly'. A note explains that a \$30 gift each month for three years, \$350 each year for three years, or a one-time gift of \$1,000 will help reach their goal. The contact section includes fields for 'First Name' and 'Last Name'. To the right of the form, a 'Connect' section features the Muncie Civic Theatre Facebook page, showing 5.9K likes and a recent post about a holiday season event. Below this, a 'SEASON PARTNERS' section displays the 'WOOF' logo.

MUNCIE CIVIC THEATRE

HOME SHOWS & TICKETS SUPPORT US EDUCATION GET INVOLVED OUTREACH ABOUT CONTACT

DONATE

Home > SUPPORT US > DONATE

Give Online

MUNCIE CIVIC THEATRE

Choose amount

\$30 \$350 \$1,000 Other

\$ 30.00

Make your gift recurring

One Time Weekly Monthly Quarterly

A \$30 gift each month for three years, \$350 each year for three years, or a one-time gift of \$1,000 will help us reach our goal.

Contact information

First Name* Last Name*

First Name Last Name

Connect

Muncie Civic Theatre
Like Page 5.9K Likes

30 friends like this

This Holiday Season
Give the Magic of Live Performance
The 1st & 2nd SALE

Muncie Civic Theatre on Monday

3 Comment 4

SEASON PARTNERS

WOOF

Figure S: Muncie Civic Theatre Online Donation Form



Figure T & U: Muncie Civic Theatre Facebook Event Pages

In 2017, Muncie Civic Theatre began a campaign to raise funding to renovate the theatre to make room for educational spaces and to preserve the historic landmark. The campaign is called "Uphold" and has its own website. Although the user experience of the website is not ideal, the design is proficient, and the website features a lot of education on Muncie Civic Theatre as well as the campaign. The infographics included are especially impressive. Muncie Civic goes above and beyond in explaining their mission and future goals. They highlight how the monetary donations would be used and compare current and future allocation of resources and time. The donation page on the site is a replica of the one used on Muncie Civic's official website.



Figure V: Muncie Civic Theatre UPHOLD Campaign Website Homepage

PRODUCER LEVEL ★	
EXPOSURE	
★ Your Logo on all printed materials including Posters, T-Shirts, & 4,000 Postcards mailed to patrons.	\$2,000 VALUE
★ 50 Flex Passes to the run of the production (Delivered 1 week in advance, encouraged to be used with business partners, clients, employees, and friends/family)	\$900 VALUE
★ Listed as a sponsor on Main Street Window Graphics (must commit before August 10th)	\$300 VALUE
★ Full page playbill ad and inside cover recognition (8" tall x 5" wide, deadline 2 weeks prior to opening night)	\$250 VALUE
★ Lobby banner/sign display for entire run of show. (needed 2 days prior to opening night)	\$250 VALUE
★ Online banner ad on MuncieCivic.org Event page (705x130 pixels, needed as soon as possible)	\$200 VALUE
★ Social Media links to your business in six postings. (Reaching over 2,000 Facebook & 1,000 Twitter followers)	MIXED VALUE
★ Recognition in Press Releases, Curtain Speeches at the beginning of each show, and Digital Lobby Display.	MIXED VALUE
TOTAL MARKETING & EQUITY REACH = \$3,900+ VALUE	
INVESTMENT	
You are the producer for every show of your selected production. As example, Scrooge! The Musical has 10 shows - you are a producer for all 10 shows.	
★ One Production	\$1,500
★ Two Productions Total of \$2,600	\$1,300
★ Three Productions Total of \$3,300	\$1,100

DIRECTOR LEVEL ★

EXPOSURE

- ★ Your Logo on all T-Shirts and Posters **\$500 VALUE**
- ★ 25 Flex Passes to the run of the production **\$450 VALUE**
(Delivered 1 week in advance, encouraged to be used with business partners, clients, employees, and friends/family)
- ★ Half page playbill ad and inside cover recognition **\$150 VALUE**
(4.25" tall x 5.5" wide, deadline 2 weeks prior to opening night)
- ★ Online banner ad on MuncieCivic.org Event page **\$200 VALUE**
(705x130 pixels, needed as soon as possible)
- ★ Social Media links to your business in six postings. **MIXED VALUE**
(Reaching over 2,000 Facebook & 1,000 Twitter followers)
- ★ Recognition in Press Releases, Curtain Speeches at the beginning of each show, and Digital Lobby Display. **MIXED VALUE**

INVESTMENT
You are the director sponsor for every show of your selected production. As example, *Scrooge! The Musical* has 10 shows - you are a producer for all 10 shows.

- ★ One Production **\$800**
- ★ Two Productions **\$700**
Total of \$1,400
- ★ Three Productions **\$600**
Total of \$1,800

TOTAL MARKETING & EQUITY REACH = \$1,250+ VALUE

CIVIC UPGRADES ★

BALCONY VIP PARTY **\$250 COST**

- ★ Plan your company's holiday party, employee appreciation, or give love to your important clients with a special viewing experience of the production you're underwriting.
- ★ Make the most of your free underwriter tickets. (additional tickets available for a reduced price of \$11 each)
- ★ Seating in the balcony is perfect for an intimate, shared theatre experience with your guests. (main floor seating can be arranged upon request)
- ★ Includes banquet space in the Muncie Civic Rehearsal Hall located just behind the balcony seating. (seats 72 comfortably with space for catering and bar - all seating, tables, and linens are provided.)

PLAYBILL UPGRADES

- ★ Expand your impact in the playbill by upgrading your ad size or amount of productions your ad will appear.
- ★ Increase from Half to Full page **\$200 COST**
- ★ Increase to Half Season of Productions **\$300 COST**
*based on full page upgrade
- ★ Increase to Full Season of Productions **\$500 COST**
*based on full page upgrade

Figure W: Muncie Civic Theatre Donor Levels

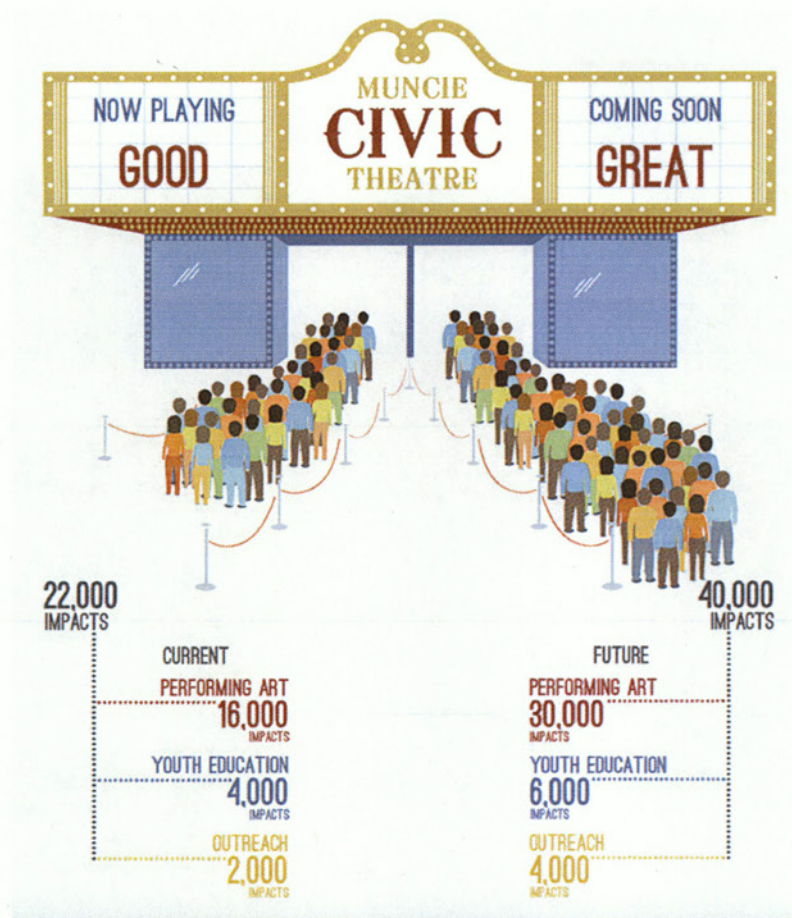


Figure X: Muncie Civic Theatre Current and Future Impact



Figure Y: Muncie Civic Theatre Growth

BOLD BUILDING IMPROVEMENTS

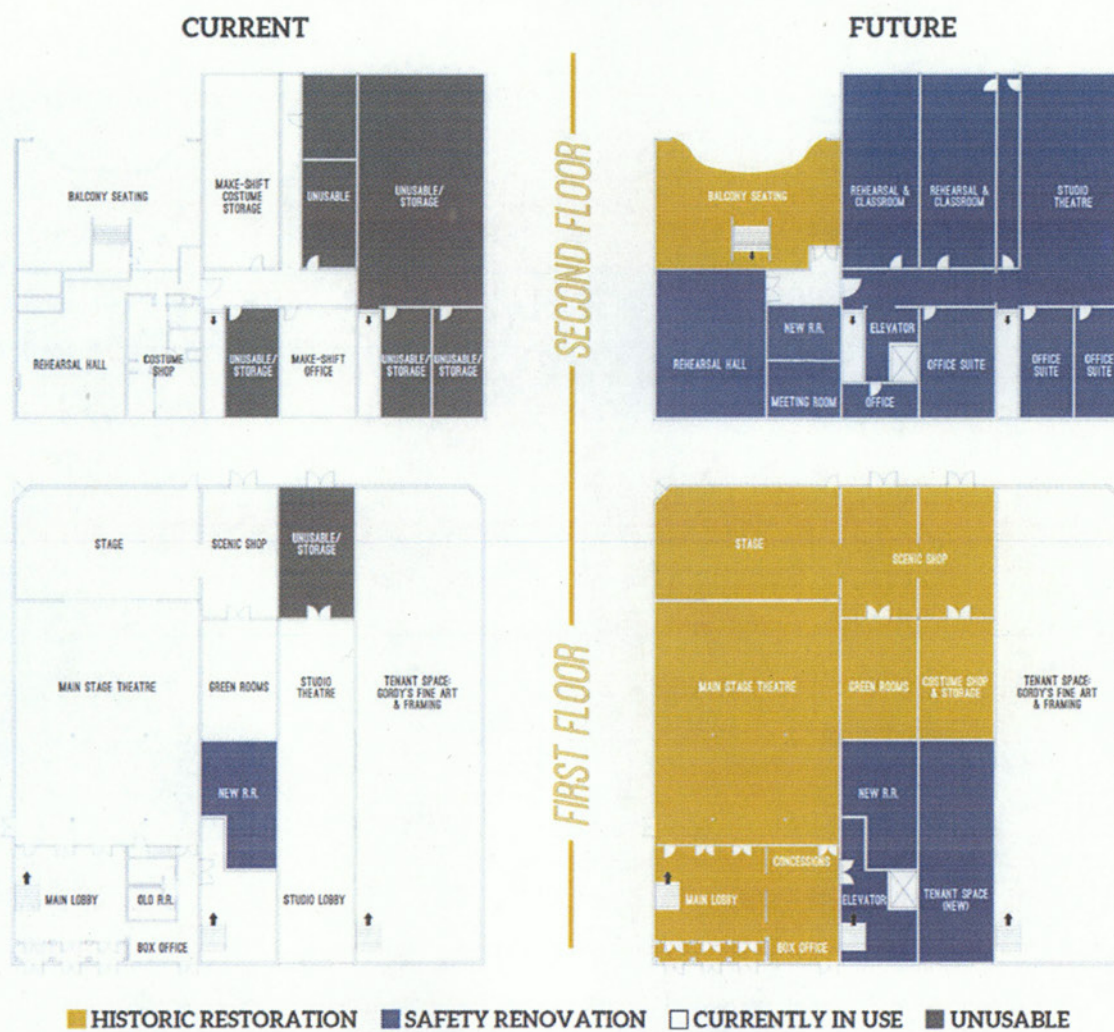


Figure Z: Muncie Civic Theatre Building Improvement Plans

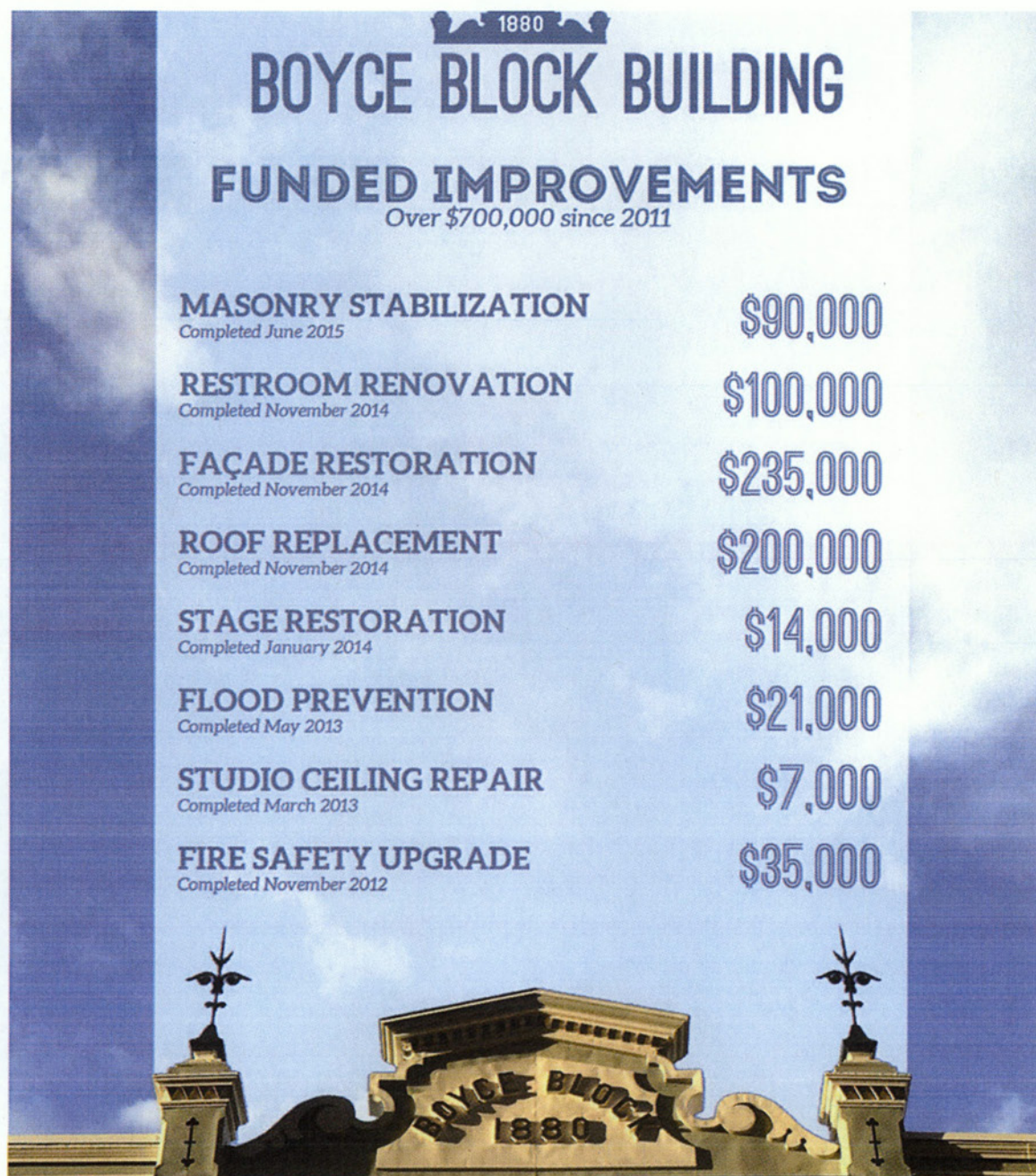


Figure AA: Muncie Civic Theatre Donor Levels

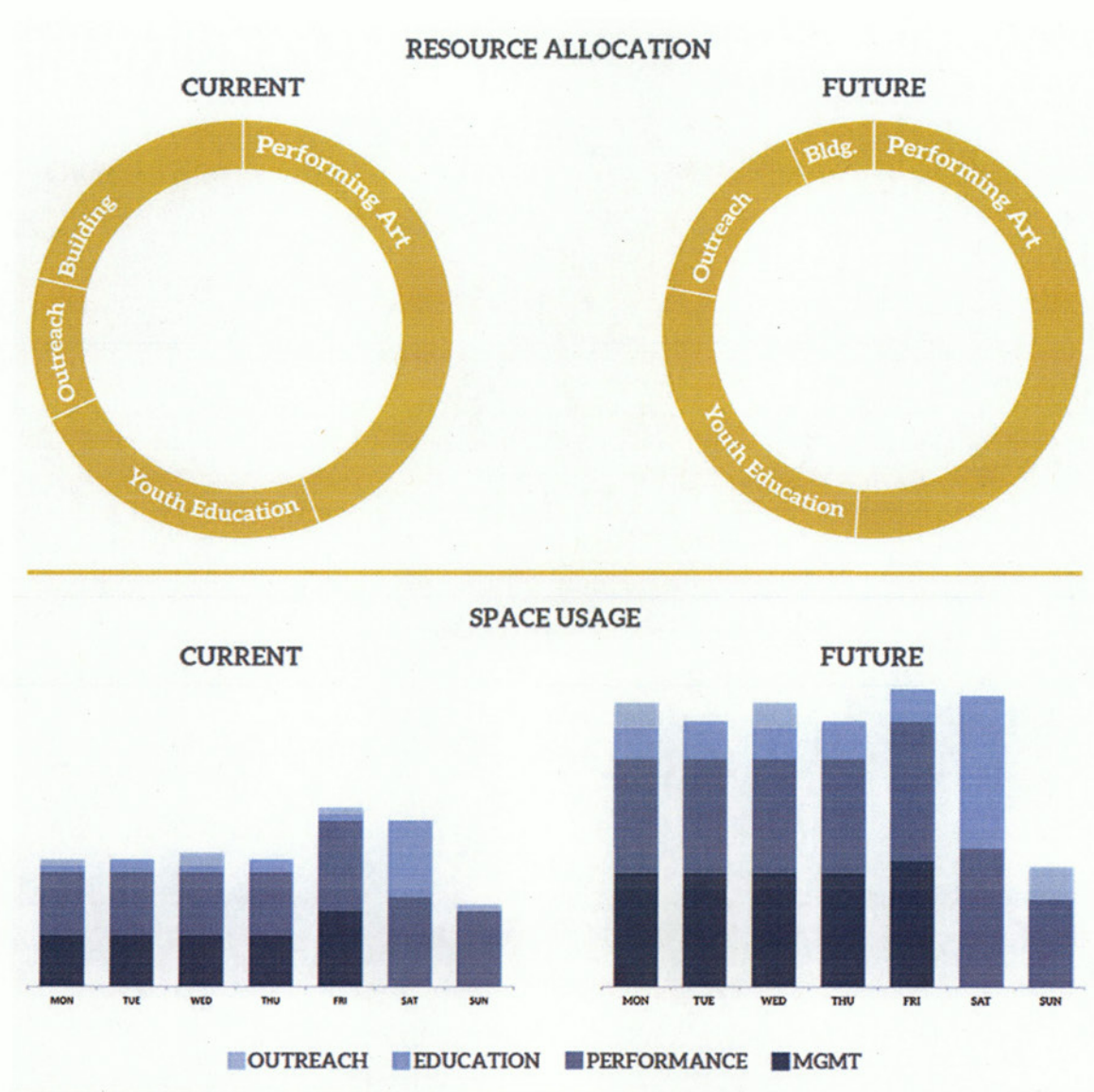


Figure BB: Muncie Civic Theatre Current and Future Resource and Time Allocation

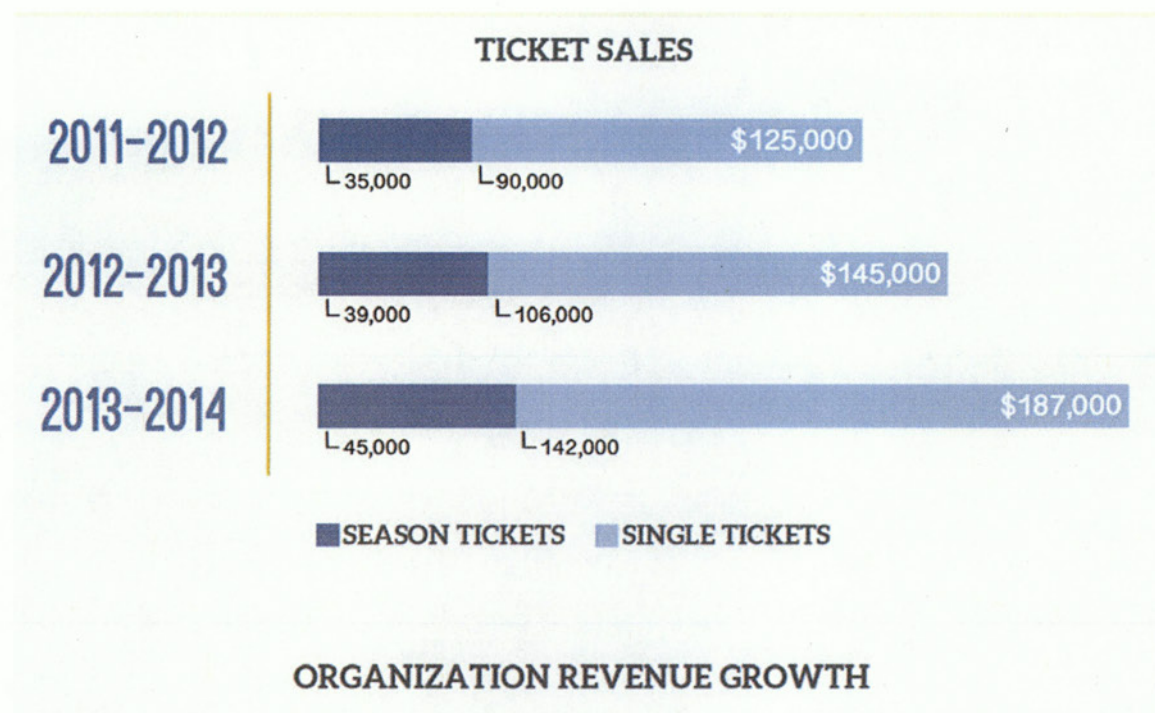


Figure CC: Muncie Civic Theatre Ticket Sales

MUNCIE MISSION

Muncie Mission's website makes it easy to donate. Recurring donations may be made online. There is also an option to cover processing fees when making a donation. Past events include Walk a Mile and a charity luncheon at Texas Roadhouse to raise funds. However, Walk A Mile in my Shoes is the largest annual fundraiser. The walk occurs in February to allow participants to experience the cold that others must endure. The 2018 goal is to raise \$100,000. Sponsors help to make the event possible.



Figure DD: Muncie Mission Website With "Donate" drop down menu

The screenshot shows the Muncie Mission website with a light blue background. The header includes the Muncie Mission logo and navigation links: PROGRAMS, DONATE, VOLUNTEER, EVENTS, STORIES, ABOUT, CONTACT, and a red DONATE NOW button. The main banner features the text 'Give Thanks' and 'And then give HOPE!' along with a 'Thanksgiving Meal Ticket Just \$2.05' graphic. Below the banner is a 'Donation Information' form. The form has two sections: 'Amount' and 'Type of Donation'. The 'Amount' section has four radio button options: \$100, \$50, \$25, and Other. The 'Type of Donation' section has two radio button options: One Time Donation (selected) and Recurring Donation. At the bottom of the form, there is a checkbox labeled 'I would like to make this donation in memory or honor of someone'.

Help Us Cover Processing Costs

Extra fees occur when we process online gifts. To help Muncie Mission, you can choose to cover these costs in addition to your donation amount. To do so, choose "Yes" below.

☒ Yes! I'll cover the processing fee in addition to my donation making the total \$0.00.
 ☐ No. I'll donate \$0.00 and have Muncie Mission cover the processing costs.

Figure EE: Muncie Mission Online Donation Form

MUNCIE MISSION
Ministries, Inc.

Muncie Mission ✓
@MuncieMission

Home
About
Email Signup
Photos
Reviews
Videos
Notes
Events
Posts
Community
Create a Page

Like Follow Share ...

Status Photo/Video

Write something on this Page...

Photos

Help us
Pack the Pantry

Donate Message

Nonprofit Organization in Muncie, Indiana
4.7 ★★★★★ · Always Open

Community See All

Invite your friends to like this Page

4,058 people like this

4,011 people follow this

Kathy Lewis Bartlett likes this or has checked in

About Chat

Figure FF: Muncie Mission Facebook Page

MUNCIE MISSION
Ministries, Inc.

Like Follow Share ... Donate Message

Upcoming Events [Share Events](#)

Muncie Mission does not have any upcoming events.

Past Events

OCT 19	Charity Luncheon Thu 11:30 AM · 13 guests	Texas Roadhouse - Muncie Muncie
FEB 11	Walk A Mile Fundraising Event Sat 8 AM · 25 guests	Muncie Mission Muncie
NOV 29	No One Should Go Hungry #GivingTuesday Tue 12:01 AM · 1 guest	Muncie Mission Muncie
FEB 12	Walk A Mile Fundraising Event Sat 8 AM PST · 2 guests	

Home About Email Signup Photos Reviews Videos Notes Events Posts Community

About Create Ad Create Page Developers Careers Privacy Cookies Ad Choices Terms Help

© 2017

Figure GG: Muncie Mission Facebook Past Event Page

SECOND HARVEST FOOD BANK

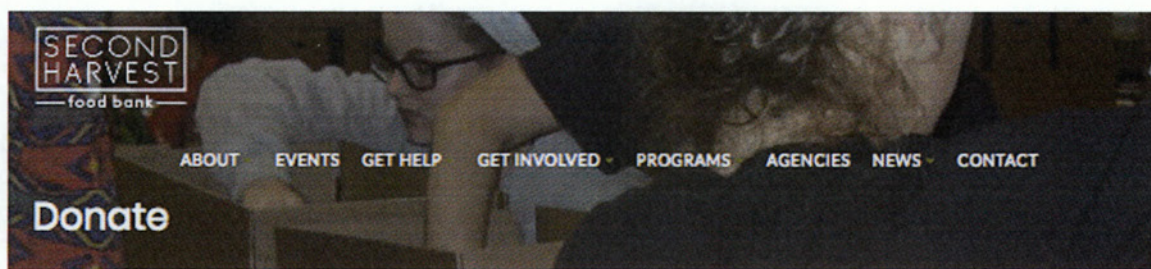
Becoming a monthly donor for Second Harvest Food Bank is easy to do using their website. During Hunger Action Month, a Facebook campaign called “Go Orange Contest” encouraged participants to raise awareness about hunger through hashtags. Hot Rods for Hunger is another fundraising event that Second Harvest coordinates. The Texas Roadhouse sponsors a golf scramble with all proceeds benefitting Second Harvest. In the spring, Second Harvest has a masquerade ball which includes dinner, drinks, dancing and live and silent auctions.



SHORTEN THE LINE

While we can't predict the future, we feel certain about two things: the number of people in East Central Indiana in need of emergency food assistance will continue to rise and the Second Harvest Food Bank of East Central Indiana will be there to help

Figure HH: Second Harvest Food Bank Website Homepage



FINANCIAL DONATIONS

At Second Harvest, we help feed hundreds of children, families and seniors every week. In order to do so, we rely on the generous support of individuals, corporations, and community partners to. Each dollar that is donated to Second Harvest turns into four meals for an individual in need. Please help us by joining the fight against hunger by making a donation today.

[Make a Financial Donation](#)



Monthly Giving

Recurring gifts allow children, seniors, and families to receive assistance throughout the entire year. Your support enables Second Harvest to have access to a sustainable stream of funding.

[Become a Monthly Donor](#)

Planned Giving: Wills & Bequests

To continue helping us make a positive impact on thousands of lives and to create a legacy for you or your family, please contact Karen McTague at kmctague@curehunger.org or 765.287.8698 ext. 113 to learn more about how you can participate in planned giving to Second Harvest.

DONATION OF TIME

Each day, we're fortunate to have volunteers give their time to help fellow neighbors here in East Central Indiana. The work of our volunteers helps Second Harvest to successfully reach its mission to alleviate hunger in East Central Indiana. Second Harvest Food Bank provides a meaningful volunteer experience in a positive, safe environment with opportunities in both our warehouse and office. Volunteers have the opportunity to enhance their social and work skills, gain a sense of contribution and accomplishment, and network with and meet new people.

[Learn More about Volunteering](#)



Figure II: Second Harvest Food Bank Donation Website Page

SHAHER LEADERSHIP ACADEMY

Shafer Leadership Academy employs a discrete “Donate” button on the homepage of its website. Automatic monthly withdrawal donations may be made in addition to a one-time gift or gift while shopping online. Benefactors may choose to donate to the Scholarship Fund or the General Fund. Monthly amount options are \$10, \$20 or \$25.

Email Us | 765.748.0403 | [Donate](#)



[ABOUT SLA](#) [PROGRAMS](#) [CALENDAR](#) [NEWS](#) [RESOURCES](#) [CONTACT](#)



Figure LL: Shafer Leadership Academy Website Homepage

ABOUT SLA

About SLA

Hamer and Phyllis Shafer

2016 Financial Snapshot

History

Video Gallery

Staff

Board

Partners

Scholarships

Alumni Profiles

Donate

UPCOMING SLA PROGRAMS

Give to SLA

A gift to SLA is a gift to our community. We are dedicated to developing the next generation of leaders in East Central Indiana. Some of our graduates are changing the community in **very personal ways**. Other graduates are **leading local nonprofits**. And sometimes, an entire class comes together **to do great things**.

We believe everyone can learn to lead but we need your help to get there.

Ways to Give:

- [Click here](#) to setup a monthly donation (auto-withdrawn, with options starting at \$10 a month)
- [Click here](#) to make a one time gift
- [Click here](#) to give while shopping online!
- [Click here](#) to volunteer your time (we're always happy to have you lend a hand)

Safe & Secure Processing:

All donations are processed safely and securely through **Stripe**.

Tax Deductible:

Shafer Leadership Academy is a registered 501(c)(3) not-for-profit organization and all donations are tax deductible. As a not-for-profit, it is important that we are good financial stewards. You are welcome to review our **latest year-end snapshot** for a better understanding of our income and expenses.

Please contact us at 765-748-0403 or misaacs@shaferleadership.com if you have any qu

[Mail](#)

Figure MM: Shafer Leadership Academy Ways to Give Website Page

MONTHLY DONATION

Monthly Donation Form

Thank you for contributing to Shafer Leadership Academy. This form will help you establish a recurring monthly donation. Donations will be processed every month on this date.

Name *

First Last

Address *

Street Address

Address Line 2

City

State / Province / Region

Postal / Zip Code

Country

Phone Number *

 - -

####

Email *

Are you an Emergence or Allegiance graduate?

☒ Yes

☐ No

Please use my donation for

☒ The Scholarship Fund

☐ The General Fund

I would like to donate

☒ \$25 a Month

☐ \$20 a Month

☐ \$10 a Month

Is this donation is someone's honor? If so please list that person's name

Figure NN: Shafer Leadership Academy Online Donation Form

THE COMMUNITY FOUNDATION

The Community Foundation offers ways to give but prefaces that with a story of the Smith family, who created a fund to assist low-income families obtain their basic needs such as food and shelter. There are two societies of giving: The Legacy Society and The Acorn Society. The Legacy Society involves those who have included the Foundation in their estate plans. Members of the Acorn Society may donate 10 percent of their fund minimum and grow the fund over time, with a minimum time period of five years. Ways to donate include: cash or check, credit card, appreciated assets such as stock or property, real estate, estate gift on will, life insurance, crops, charitable lead and remainder trusts, charitable gift annuities and private foundation transfers.

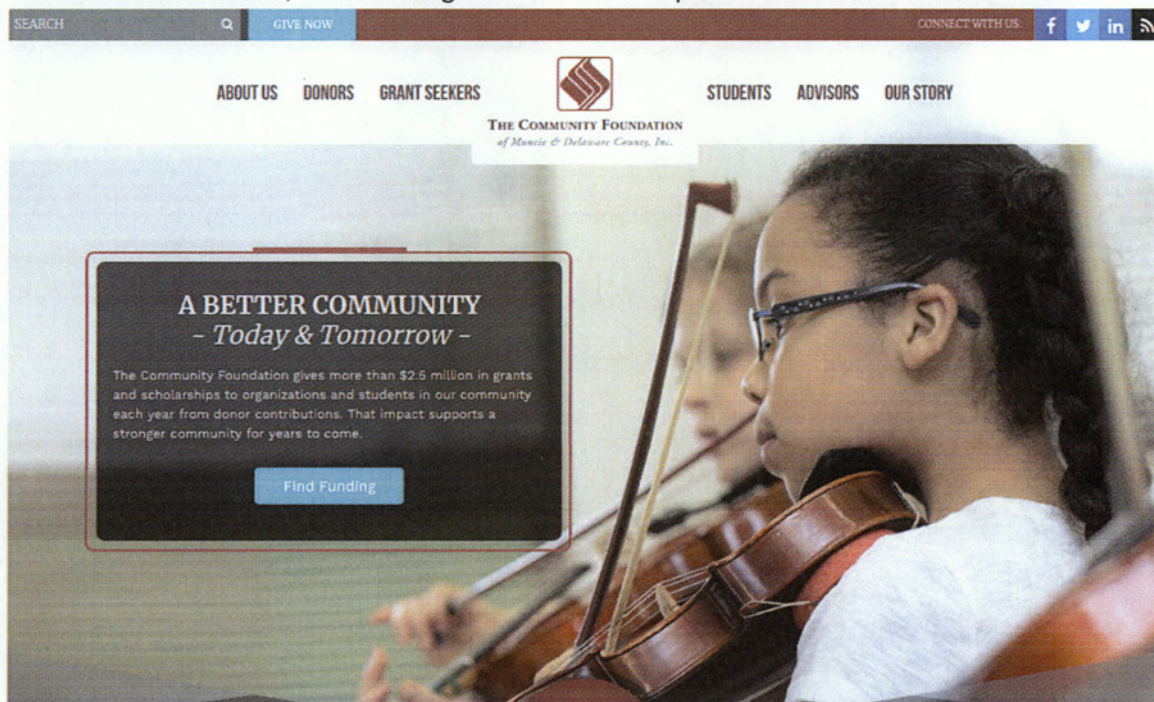


Figure OO: The Community Foundation Website Homepage

THE YOUTH OPPORTUNITY CENTER

The Youth Opportunity Center employs a "Give" tab across the top of their website homepage. A minimum of a \$5 donation is required for a one-time gift. Donation options range from \$5 to \$500. Benefactors may choose whether their donation goes to a general contribution, capital campaign or giving Tuesday. A community golf classic is coordinated annually to raise funds to support programs for the community's most at-risk children.



Figure PP: Youth Opportunity Center Website Homepage

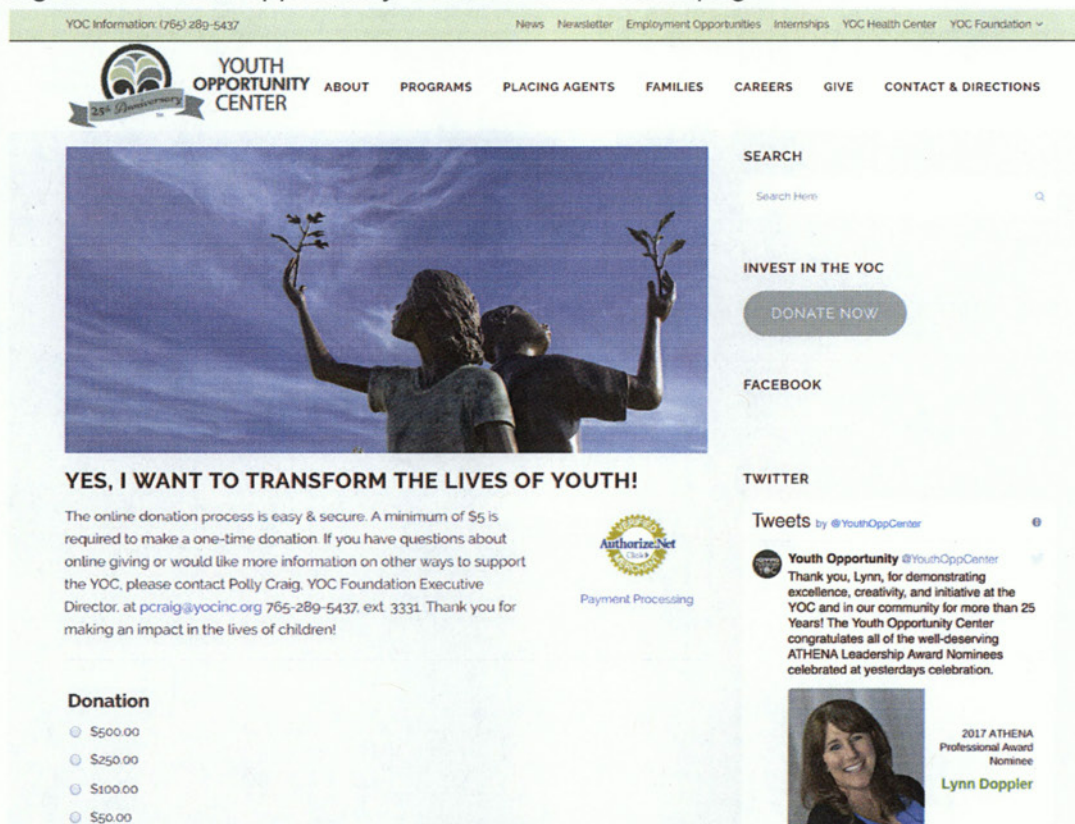


Figure QQ: Youth Opportunity Center Donation Webpage

Payment Plan

☒ One-time payment for the full amount

☐ Select... ongoing payments.

Type of donation

☐ General Contribution

☐ Capital Campaign

☐ Giving Tuesday

YOUR INFORMATION

First Name

Last Name

Email Address

Country United States

Street Address

Street Address 2

City

State -Choose-

Zip Code

Phone Number

I am making this gift as an...

☐ Individual

☐ Organization/Business

Additional Questions

Would you like to make this donation in honor or in memory of a loved one?

-Choose-

SUBMIT

Figure RR: Youth Opportunity Center Online Donation Form



MAY 12 2017 YOC Community Golf Classic
Public · Hosted by Youth Opportunity Center

★ Interested ✓ Going

...

🕒 Friday, May 12 at 11:30 AM - 5 PM
about 6 months ago

📍 Muncie Elks
909 N County Road 500 W, Muncie, Indiana 47304

[Show Map](#)

About

Discussion

19 Went · 7 Interested

Share this event with your friends

Details

SOLD OUT!

Grab your golf clubs and join us on Friday, May 12th for the 2017 YOC Community Golf Classic to raise funds to support programs and treatment services for our community's most at-risk children.

11:00 Registration & Lunch / 12:30 Shotgun Start
Registration Deadline: May 5th

Upcoming Events



Nov 28 YOC @ Thanks For Giving Tuesday
Tue 3:30 PM · Madjax Muncie · Muncie
Cathy and 3 friends like this place

★ Interested

Figure SS & TT: Youth Opportunity Center Facebook Event Pages

Nonprofit Fundraising Campaigns

Largest U.S. Charities for 2016:

1. **United Way Worldwide**, \$3.708 billion.
2. **Task Force for Global Health**, \$3.154 billion.
3. **Feeding America**, \$2.150 billion.
4. **Salvation Army**, \$1,904 billion.
5. **YMCA of the USA**, \$1.202 billion.
6. **St. Jude Children's Research Hospital**, \$1.181 billion
7. **Food for the Poor**, \$1.156 billion.
8. **Boys & Girls Club of America**, \$923 million.
9. **Catholic Charities USA**, \$921 million.
10. **Goodwill Industries International**, \$902 million.
11. **Habitat for Humanity International**, \$829 million.
12. **World Vision**, \$825 million.
13. **American Cancer Society**, \$810 million.
14. **Patient Access Network Foundation**, \$801 million.
15. **Compassion International**, \$799 million.
16. **Direct Relief**, \$775 million.
17. **Americares Foundation**, \$740 million.
18. **Lutheran Services in America**, \$723 million.
19. **Nature Conservancy**, \$646 million.
20. **American Heart Association**, \$634 million.

THE UNITED WAY



When you give to United Way, your contribution helps foster both individual and collective success. Learn how you can help us strengthen your community, and many other communities around the world.

United Way offers a variety of options for donors to support our work, whether through your employer, the web, planned giving, a donation of stock, or even bitcoin. Find out which method of giving is best for you.

Choose a way to give to United Way:

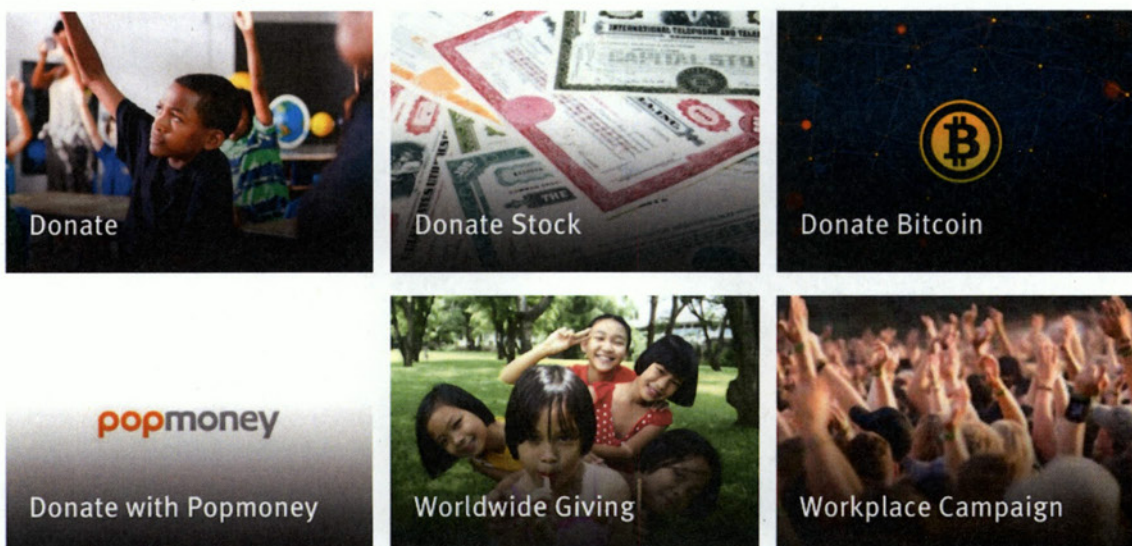


Figure A: The United Way, Get Involved page

Support Our Work

Your support enables us to improve millions of lives—in your backyard and in communities around the world.

USE MY DONATION TO SUPPORT ...

- ☒ UNITED WAY WORLDWIDE
- ☐ A COMMUNITY IN THE USA
- ☐ A GLOBAL COMMUNITY

AMOUNT	NAME	PAYMENT
1	2	3
\$10	\$20	\$50
\$100	\$250	\$500
\$1,000	Other amount	

[Privacy Policy](#)

The Internal Revenue Service recognizes United Way Worldwide (UWW) as a Section 501(c)(3) public charity. Gifts to UWW are tax deductible in the U.S.A. Our Federal Tax ID # is 13-1635294. No goods or services were forwarded or offered in exchange for this contribution.

Figure B: The United Way, Support Our Work Donation Page

THE TASK FORCE FOR GLOBAL HEALTH

Be the
Force For **HOPE**

DONATE NOW

SIGN UP

THE TASK FORCE FOR GLOBAL HEALTH

DONATE

Help end debilitating diseases affecting the vulnerable.

Figure C: The Task Force for Global Health, Home page, section 2



Make an Impact Now

Make a Gift

\$50

\$100

\$200

\$500

\$1,000

Other

Make a Greater Impact - Give Monthly

☐ Make this a monthly gift

Billing Address

☐ Give on behalf of your organization

Name: first name last name

Email:

Country: United States

Figure D: The Task Force for Global Health, Make an Impact Now, Donation Page

FREQUENCY AND TIMING

In today's world, one big campaign a year is not sufficient. The one huge effort can now be the "signature" campaign that brings in the majority of gifts, but it will rarely fill the funding needs of your organization for a year (Fritz, n.d.).

Many organizations coordinate their campaign during the last few months of the year, or the Season of Giving. Year-end campaigns typically yield high results because donors are accustomed to giving at that time of year. The deadline of charitable tax deductions adds incentive. Most nonprofits begin their fundraising in this way and build off of it successfully. Other times that are typically used are mid-year or Giving Tuesday. Giving Tuesday, the global day of giving, takes place on the Tuesday after Thanksgiving (Fitzgerald, 2017).

METHODS

Standard methods used for campaigns include direct mail, email appeals, a coordinated social media campaign, and a telephone push to key donors. Smaller campaigns throughout the year, which focus on theme and audience, help to earn the most out of an organization's fundraising potential. Holidays are great times around which to center a campaign (Fritz, n.d.).

One might think of the annual campaign as a total development plan for the year. It can and should include special events, direct mail, phone-a-thons, email campaigns, major giving, planned giving, and grants programs. Donors like to give to something very specific. Make follow-up requests for a particular program, project, or animal. Illustrating what various donation amounts will accomplish works well. For example: \$40 takes care of Dotty the dog for six months, etc. Provide some options, but not so many that decision fatigue sets in (Fritz, n.d.).

The method used for communicating with key publics must encourage donors. Ensure the message is vibrant and concise. Use simple wording and keep statistics to a minimum. Statistics can change the voice of the appeal. Audiences need to easily understand the message. The voice of each message must obviously support the organization's mission and objective. Personalization is key to making donors feel important and connected to the cause. Include the donor's name, last donation date, or amount of last gift. Capitalize on imagery by selecting photos that evoke feelings of empathy and joy. Comparative photos also work well. Focusing on donor impact creates ownership and connection, which lead to increased giving. Explain how donor support is critical to the mission, and highlight donor impact through storytelling. Show and tell donors how their money will be used. Dollar amounts connected to a tangible impact guide understanding of what a donor's money can do. Accessibility is vital. The website should reflect the current campaign, and the donation button or page must be highly visible. Include options of recurring gifts. Direct mail appeals should include a return envelope. Include links on social media posts that direct the user to the donation page. Board members and volunteers are necessary to encourage the appeals (Fitzgerald, 2017).

Some donors may be motivated to send a gift using mobile phone giving, so this concept should be introduced as another option ("Fundraising Fundamentals, n.d.).

Telephone fundraising provides a direct link with a potential donor. A higher chance of success and multiple giving options make this a great opportunity. This method is highly managed with scripts as the basis for conversations. Often, donors are alerted in

advance by letter or email that they will be receiving a call. Calls encourage donors to commit to regular gifts ("Fundraising Fundamentals, n.d.).

Telephone fundraising tends to be more effective than these direct mail, advertisements, inserts, and web-based appeals because these require more effort from the donor. Often, fewer than 5 percent will respond. These methods do help to reinforce the messages of the organization. Web-based appeals cost very little and help to reinforce fundraising messages ("Fundraising Fundamentals, n.d.).

AUDIENCE

Some experts suggest that it takes four to seven contacts before a donor gives to a cause. Donors have busy lives, many ways to obtain information, and poor memories. Focus the signature campaign on current or recent donors (Fritz, n.d.).

Gaining the support of millennials is important because this will help organizations to succeed long-term in their fundraising. Millennials see giving in broader terms than older age groups. They enjoy volunteering, enlisting others to join them, and use social media for crowdfunding (O'Leary, 2016).

CROWDFUNDING (n.) - *the practice of funding a project or venture by raising many small amounts of money from a large number of people, typically via the Internet*

Millennials want to be more involved and to see how their impact matters. They appreciate transparency. Donating via mobile device is the top way in which millennials contribute. Following that is giving at work, retail purchases that also give a charitable donation, organizations' websites, and getting others involved in causes (O'Leary, 2016).

Meanwhile, Baby Boomers contribute through the workplace, followed by using organization's websites, responding to direct mail solicitation, using donations as an honor or tribute, and having monthly payments drawn from their bank accounts (O'Leary, 2016).

Edwin Goutier, director of innovation at the United Way, stated that introducing mobile giving with a test platform in 2015 provided successful results. Moving forward, the United Way wants to get their partners to encourage mobile contributions (O'Leary, 2016).

The Red Cross created Hope.ly, an online service to condense long web addresses, during the 2014 holiday season. When a user clicked on the Red Cross Hope.ly link, a banner ad appeared at the top of the page and encouraged online donations. It was low-cost, attention-grabbing, and generated a good return on investment (O'Leary, 2016).

NAMING THE CAMPAIGN

Naming the campaign an "annual fund" bores donors. Donors in today's world are savvier about their giving and demand more from the causes to which they donate. They want to make something happen. However, a campaign does not have to be named. If a good argument is made for doing work that matters, and the donor is the key to doing that, people are likely to give. Calling the campaign something clever will not hurt though (Fitzgerald, 2017).

STEWARDSHIP

Acknowledge gifts within three days of receiving them. A delayed response feels insulting to some donors. Create a system to thank gifts of various categories. For example, one might categorize gifts in this way and provide appreciation as follows:

- Major gift: phone call and thank you letter

- Mid-level gift: Personalized email and thank you letter

- Lower-level gift: Thank you letter with handwritten note

Ensure each donation is used in the way the donor wishes it to be. Keep detailed records so that in case of turnover within the organization, staff will be able to ensure donor satisfaction. Follow up with donors as to how their funds were used. Remain in communication with them. Acknowledging milestones in major donors' lives can also be a nice way to communicate. Send a birthday card or congratulations on a new family member. You should communicate with donors without it being about money each time. Let them know you care and want to share their experiences (Fitzgerald, 2017).

EVENTS

Events provide exposure for a campaign. Using various events to appeal to different donors is beneficial. Make sure the events are fun. Build experiences that generate buzz. Develop a unique atmosphere and allow guests to be involved. Make sure the event is mission-focused. All details should keep in mind the purpose of the organization. Build a committee to specifically increase ticket sales and recognize their efforts on social media posts, the website, and printed materials. Developing a name, such as "Friends of the Festival" brings them encouragement.

Ideas for fundraising events may be found at the following link:
<https://www.causevox.com/blog/charity-fundraising-event-ideas/>.

Analyzing the Situation

BASIC PLANNING

What is the situation facing the organization?

The organization needs a plan to ensure recurring funding.

What is the background of the situation?

The organization has previously only secured private donations and occasional small grants.

What is the significance or importance of the situation?

This situation is important to the welfare and future success and existence of the organization.

BACKGROUND ON THE SITUATION

Is this the first time your organization has dealt with this situation, or are you setting out to modify an existing communication program?

This has been a situation for a while, but this is the first time it will be addressed directly.

What is the cause of this situation?

Funding does not consistently come in on a regular basis.

CONSEQUENCES OF THE SITUATION

How important is this situation to the organization's mission?

This situation is important to keep the organization in existence. This will allow the organization to continue to provide shelter, medical care and love to abused, abandoned, neglected, and unwanted animals.

ARF's mission: *The mission of the Animal Rescue Fund (ARF) is to provide shelter, medical care, and love to abused, abandoned, neglected, and unwanted animals until permanent homes can be found. Through educational efforts, public awareness, and community involvement, ARF seeks to relieve animal suffering; to prevent cruelty, abuse, neglect and overpopulation; to eliminate euthanasia as a way of animal control, thereby creating a "no-kill" community in which both animals and humans benefit from the goodness of each other (Muncie ARF, 2018).*

How consistent is this situation with the mission statement or vision statement?

This situation is consistent with the mission statement because ARF needs financial support in order to care for animals and educate the public on animal suffering.

What is the likely duration of this situation?

This situation will continue for the life of the organization.

Who or what is affected by this situation?

Those affected by the situation are local stray and unwanted dogs and cats, community residents, and ARF staff and volunteers.

What predictions or trends are associated with this situation?

Unfortunately, people who are not fully prepared to take on the expenses and work involved to responsibly care for a pet sometimes still get a pet because they are "cute" and "fun." Many people in the community do not have the financial means nor the sense of responsibility required to care for a pet for the entire life of a pet, which can be up to 20 years. These responsibilities include veterinary medical care, spay and neuter surgeries, vaccinations, preventative medicines, food, housing and training. Consequently, this results in unwanted and neglected pets in the community who need help. ARF seeks to relieve these animals' suffering; however, being a private, not-for-profit organization, ARF is funded 100 percent by private donations and the occasional grant. Many community residents do not realize that ARF is a private rescue shelter and receives no public funding. Often ARF gets confused with Muncie Animal Care and Services, which is Muncie's public animal shelter, also known as the Animal Control Division of the Muncie city government. Because of this misconception, it can be difficult to secure recurring private donations.

What potential impact can this situation make on the organization's mission or "bottom line?"

This situation can help the bottom line for years to come by ensuring ARF has a way to keep running and helping animals.

Do you consider this situation to be an opportunity or obstacle for your organization?

Why? If you consider this an obstacle, how might you turn it into an opportunity?

This situation is an opportunity for the organization to secure consistent funding for programs.

Analyzing the Organization

BASIC PLANNING

What is the quality of your organization's performance?

The quality of ARF's animal care is outstanding. ARF already has a great reputation for being a caring, loving, safe rescue for the community's unwanted animals. ARF has over 44,000 followers on the Muncie ARF Facebook page. The key of the annual funding campaign is going to be turning these followers into financial supporters/donors.

What communication resources, including budget, are available?

ARF has an annual budget, balance sheets, and monthly profit and loss statements available. ARF also has statistics on number of surrendered animals, medical care performed on the animals surrendered, adoption statistics, etc.

How supportive is the organization of public relations activity?

The organization is currently supportive of public relations activity, but the lack of resources in personnel limits the amount of public relations activity employed.

EXPANDED PLANNING: PERFORMANCE

What service/product do you provide related to the issue identified in Step 1?

ARF provides shelter and care to animals in need.

What are the criteria for determining its quality?

The criteria for determining the quality of ARF's services are:

The number of unwanted & stray animals in the community over time (if ARF is educating the community & providing low-cost spay/neuter services at the ARF's PAW Clinic, there should be a decline in animals being surrendered to shelters in the community.)

ARF's public reputation (this can be evaluated by Facebook followers, feedback on Facebook, community surveys)

The overall health of pets in the community (if the ARF's PAW Clinic is successful in treating pets of local low-income pet owners, the health of the pets should improve. This can be evaluated by the number of sick animals coming to the clinic to be treated by the veterinarian.)

What is its quality?

Providing shelter, love, and medical care to unwanted pets in the community and then finding them forever homes, as well as providing low-cost medical care to pets of low-income pet owners in the community.

Within the last three years, has the quality improved, remained unchanged, or deteriorated?

Within the last three years, the quality of ARF's services has improved with staff changes, upgrades to facilities, and opening the ARF's PAW Veterinary Clinic for low-income pet owners.

How satisfied is organizational leadership with this quality?

The Executive Director and the Board are satisfied with the current level of quality, yet are striving to improve and increase ARF's PAW Veterinary services to include x-rays (once enough money is raised for an x-ray machine,) as well as increase the number of patients that the clinic serves by continuing to streamline processes, and improvement of facilities with the anticipated building of a new sanctuary building for ARF permanent resident special needs animals and a new storage building and remodeled Bark Park (all to be donated by donors who have already pledged the donations).

What benefit or advantage does the product/service offer?

ARF is the only local private, not-for-profit rescue shelter for dogs and cats and ARF's PAW is the only local low-cost veterinary clinic for low-income pet owners. Plus, staff and volunteers provide unconditional love and care for the community's animals.

What problems or disadvantages are associated with this product/service?

ARF has a finite, limited capacity for housing of dogs and cats, which makes it so that, unfortunately, at times, some unwanted animals are turned away due to lack of space. Also, ARF "loses" money on every adoption such that the amount spent on medical care and housing for each animal is not recovered by the adoption fee. Therefore, ARF relies heavily on private donations. Adoption fees only cover about 10 percent of ARF's operating budget, not including the ARF's PAW Veterinary Clinic expenses.

What is the niche or specialty that sets you apart from competitors?

ARF has two niches. First, ARF provides "a promise of love," meaning that every animal taken in is promised that their suffering ends immediately upon becoming an ARF furbaby. Once an animal becomes an ARF animal, it will always be an ARF animal. ARF will always take back an animal if it doesn't work out with an adopter's family, even if it is 10 years after being adopted. ARF provides top notch medical care for

every ARF animal as well to the community's low-income pet owning families. Additionally, ARF is the only local private, not-for-profit animal rescue for dogs & cats with its own campus (1209 W. Riggin Rd.) as well as the only low-cost veterinary clinic for low-income pet owners.

How has the service/product changed within the last three years?

Organizational leadership, including the Executive Director as well as Board members have changed. Also, old dilapidated buildings have been demolished in preparation for a new donated building to be built. Also, ARF has opened the ARF's PAW Veterinary Clinic. The new Executive Director has reduced costs by negotiating contracts with suppliers as well as streamlining staff through attrition.

How is the service/product likely to change within the next two years?

Within the next 2 years, there will be vast improvements to the aesthetics of the ARF rescue shelter campus at 1209 W. Riggin Road. ARF will have a brand new sanctuary building (donated) for the special needs of permanent resident animals. ARF will also have a new storage building, an improved driveway and parking lot, a walking path to the Cardinal Greenway and an improved Bark Park.

Should changes be introduced to improve the service/product?

Yes. ARF needs to continue to streamline the services at the ARF's PAW Veterinary Clinic to be able to serve more patients within the same number of hours and staff manpower. Also, ARF needs to increase community outreach regarding its services and educating the community on the importance of animal veterinary care, proper housing, and the responsibility involved in pet ownership.

Are organizational leaders willing to make such changes?

The Executive Director has already been working on these changes and will continue to do so.

STRUCTURE

Is this expressed in a strategic business plan for your organization?

As of now, no strategic business plan exists for ARF. The Executive Director and the ARF Board are working on putting together a strategic business plan right now.

What communication resources are available for potential public relations/marketing communication activity: personnel, equipment, time, budget?

The personnel include the executive director and one part-time administrative assistant. Regarding equipment, the Muncie ARF Facebook page has served as a great

method of public outreach. ARF also has a great relationship with Woof-Boom radio and has free access to radio interviews with "Brownie in the Morning" to market fundraising events. Time is an issue. The Executive Director is only paid to work part-time and is responsible for directing all activities, buildings, grounds, staff supervision, volunteer supervision, financial management of operations and budget, ARF's PAW client management, donor relations, fundraising, grant-writing, strategic planning, public relations/marketing, and communications for all of the ARF rescue shelter as well as ARF's PAW Veterinary Clinic. There is no specific budget for public relations/marketing activity.

Within the next three years, are these resources likely to increase, remain unchanged or decrease?

These resources are likely to remain unchanged; however, the Executive Director is hopeful that there will be enough funding to hire a part-time fundraiser/event planner/grant-writer/donor relations manager.

How strong is the public relations/communications staff's role in the organization's decision-making process?

The Executive Director has been delegated (by the Board) as a very strong role in the public relations/communications process for ARF and ARF's PAW Veterinary Clinic.

Analyzing the Publics

IDENTIFYING PUBLICS: BASIC PLANNING

Who are the major publics for your organization?

The major publics for ARF are potential pet owners, animal rights activists, donors, media, board members, volunteers, and the government.

Who are the key publics for this situation?

The key publics for this situation are donors, board members and volunteers, and pet owners who received their pets from ARF.

Who are the major opinion leaders for these publics?

The major opinion leaders for these publics include the board president, the executive director, and community influencers.

EXPANDED PLANNING CUSTOMERS

Who are your primary customers?

Primary customers are those who leave their animals to ARF for care and animal patients at the ARF's PAW Veterinary Clinic.

Who are your secondary customers (who use the products or services of your primary customers)?

Secondary customers are those who adopt animals from ARF.

How have your customers changed within the last three years?

ARF's major donors are aging and some, unfortunately, have passed away. It is important for ARF to seek "new money," that is, new and younger members of the community who have the financial means and the desire to financially support ARF in the future.

How are your customer likely to change within the next three years?

ARF's current major donors will continue to age and some, will, unfortunately, pass away. Again, it is important for ARF to seek "new money," and consistent, recurring, devoted financial supporters.

PRODUCERS

Who produces your service/product?

The producers include those who abandon their pets, donors, volunteers and staff, and board members.

Who provides your organization with services and materials?

Staff and volunteers provide services. Donors often provide materials. A few of the board members donate materials rather than provide monetary donations.

Who provides money?

Donors, grants, adopter fees, and ARF's PAW client service payments.

How have your producers changed within the last three years?

ARF's major donors are aging and some, unfortunately, have passed away. It is important for ARF to seek "new money," that is, new and younger members of the community who have the financial means and the desire to financially support ARF in the future.

How are your producers likely to change within the next three years?

ARF's current major donors will continue to age and some, will, unfortunately, pass away. Again, it is important for ARF to seek "new money," and consistent, recurring, devoted financial supporters.

ENABLERS

Who are opinion leaders among your customers?

Opinion leaders include influential community members and those who have previously adopted pets from ARF.

Who are your colleagues?

Other rescue shelters and other veterinarians.

Who are your regulators?

There are no official regulators of ARF. However, ARF follows ASPCA trends, The Humane Alliance guidelines, as well as industry veterinary and shelter best-practices.

How have regulators helped you within the last three years?

The Humane Alliance has provided very useful documentation on how to open a low-cost spay/neuter and vaccination clinic. ARF has followed their guidelines which has been instrumentally helpful in getting the clinic up and running. The ASPCA provides monthly e-newsletters as well as webinars providing advice, best-practices, and advice on running a successful rescue shelter as well as low-cost veterinary clinic.

With whom do you have contracts or agreements?

ARF has a lease for the ARF's PAW Veterinary Clinic property. ARF has an agreement with the foundation that now owns the ARF rescue shelter property.

What media are available to you?

An interview may be given on the Woof Boom Radio station with Steve Brown on 104.9 FM.

How have the media helped you in the last three years?

Woof-Boom radio as well as the Muncie Star Press and the Muncie Journal have been supportive by providing radio interviews and articles respectively regarding events and changes at ARF.

How are your enablers changed within the last three years?

The Muncie Journal is a new online media publication that didn't exist 3 years ago.

How are your enablers likely to change within the next three years?

ARF will have to stay abreast of social media trends such as increasing/decreasing popularity of followers of Facebook, Twitter, Snapchat, etc.

LIMITERS

Who are your competitors?

Competitors include the Muncie Animal Shelter and the Unconditional Love Foundation.

Who are your opponents?

Opponents include organizations such as PETA and those who abandon or abuse animals.

What type of opponents are they advocates (for something), dissidents (against something), activists (seeking something), or zealots (single-minded and potentially aggressive)?

Those who abandon or abuse animals might be considered zealots.

Who can stop you or slow you down?

Donors, board members, staff, and competitors can stop or slow the process down.

How have your limiters changed within the last three years?

One "limiter" to ARF's support is that there are so many not-for-profit organizations in the community vying for the same donor and grant funding. It seems that new not-for-profit organizations continue crop up in the community (for good reasons,) but the amount of money in the community is not increasing.

INTERCESSORY PUBLICS AND OPINION LEADERS

What publics are in a position of influence with your key publics?

Publics that are in a position of influence with ARF key publics are animal rights activists, volunteers and current pet owners who obtained their pets from ARF.

How likely is it that they will speak for your organization's position?

It is very likely that volunteers and pet owners who obtained their pets from ARF will speak for the organization's position. However, there are not many organized groups of animal rights activists in the area.

Who are formal opinion leaders for elected and/or appointed government officials?

Mayor Dennis Tyler is an influential opinion leader. BSU's President and Board members, local business owners, and local philanthropists.

How likely is it that they will speak for your organization's position?

Unknown, but this is something to be researched.

Who are informal opinion leaders for family, neighborhood, occupational, religious, community leaders?

All of Muncie ARF's Facebook followers who are local animal lovers.

How likely is it that they will speak for your organization's position?

Very likely. Local animal lovers are passionate about saving animals' lives and they are very active on the Muncie ARF Facebook page with input, comments and feedback.

How close is their position on this issue vis-a-vis the organization's?

For many local animal lovers, their position is in-line with ARF's mission. However, there are also many local animal lovers who are uneducated when it comes to the importance of proper animal veterinary care, spaying/neutering, vaccinating, and preventative medicines for local pets.

How likely is it that they will speak for your organization's position?

There are many Muncie ARF Facebook followers who could be recruited to speak on behalf and vouch for ARF's mission and goals.

ANALYZING PUBLICS: BASIC PLANNING

What is the nature and type of each key public?

Donors are producers and enablers and are often families, community leaders, and are involved in community organizations. Board members and volunteers are enablers and producers and they are often community leaders, involved in management, and are sometimes professional experts. Current pet owners are customers, enablers and producers. They tend to be loyal, live close to ARF, are part of families, and find the services of ARF through the media or Internet.

What are the major wants, interests, needs and expectations of each public?

Donors want to support the cause of ARF, care about animal welfare, and expect to see a return on their investment. Many donate due to a close relationship with someone involved, or if they experienced the good ARF does for the community. Board members and volunteers want ARF to be successful, and they too care about animal

welfare. Board members and volunteers need ARF to exist, and expect it to be well-run and successful. Current pet owners want to support ARF due to the good it brought into their life through providing an animal. These people love their pet, and they expect ARF to continue bringing its beneficial work into the lives of others.

What benefits can you offer these publics?

Donors may be offered incentives, tax breaks, and special experiences at ARF. Board members and volunteers may use ARF as an experience and involvement in the community. Current pet owners may receive helpful information and advice from ARF.

EXPANDED PLANNING

CHARACTERISTICS OF DONORS: ISSUE

What does the public think about this issue?

Donors care greatly about the well-being of ARF.

What does the public want on this issue?

Donors want ARF to continue functioning.

What does the public not want on this issue?

Donors do not want to see money used unwisely or wasted.

How free does this public see itself to act on this issue?

Donors are the ones helping this issue. They help keep ARF funded.

CHARACTERISTICS OF DONORS: ORGANIZATION

How does or how might the key public affect your organization?

Donors keep the organization's doors open.

How does or how might your organization affect this public?

The organization may prove to donors that it is continuing great work and deserves more funding. It may also do the opposite and not show competency.

What does this public know about your organization?

Donors know enough about the organization to believe their money is well-spent when donated.

What does the public think about your organization?

This public thinks the organization benefits the community and the world, and they want to see ARF succeed.

How satisfied are you with this attitude?

Very satisfied.

What does this public expect from your organization?

Donors expect transparency, proof of competency, and a demonstration of their return on investment.

How much loyalty does this public have for your organization?

Donors are extremely loyal to the organization in that they give their own money to keep it running.

How organized or ready for action on this issue is this public?

Donors have previously give money to ARF, and will hopefully continue to do so in the future.

How influential does this public see itself with the organization?

This public sees itself as highly influential. Donors allow ARF to continue its progress and activities.

How influential does the organization see this public?

ARF is incredibly grateful for donors and knows it would not be functioning without them.

CHARACTERISTICS OF DONORS: COMMUNICATION

What personal communication channels do this public use?

Donors use email, phone calls, text messages and word-of-mouth to communicate in their personal lives.

What organizational media does this public pay attention to?

Donors pay attention to newsletters, social media, and letters. They particularly pay attention to organizational media from the organizations they financially support.

What news media does this public pay attention to?

Donors may or may not pay attention to news media. It depends on personal preference, but they are likely to hear and absorb news.

What advertising or promotional media does this public pay attention to?

Donors, like most of the public, likely encounter hundreds of advertisements and promotional materials each day. They likely ignore some of it, but pay attention to those that interest them.

Is this public actively seeking information on this issue?

Donors actively seek information on ARF's progress and care about animal rights issues.

How likely is this public to act on information it receives?

Donors are highly likely to act on information that deeply affects them. They donate to ARF because of a personal attachment or deep-rooted support of the mission, so they are more likely than most publics to act on information received from the organization.

Who are credible sources and opinion leaders for this public?

Credible sources and opinion leaders include prominent community leaders and animal rights activists.

CHARACTERISTICS OF DONORS: DEMOGRAPHIC/PSYCHOGRAPHIC

Age: All ages, from children who organize fundraisers at their schools to elderly animal lovers who name ARF as a beneficiary in their will.

Geographic characteristics: ARF has supporters all over the country (when Muncie residents who are ARF supporters move away, they often continue to support ARF from their new location). The vast majority, probably 95 percent of ARF donors are local to Delaware County.

Socio-economic traits: ARF donors are often politically left-leaning (more liberal social views) who believe in helping those who are less fortunate. However, additionally, ARF does have politically right-leaning donors who are animal lovers who are wealthy and use their donations for tax deductions.

Product/service usage: Some of ARF's donors are "users" of our "products" in that they adopt animals from ARF. Not as many of ARF's donors use our ARF's PAW Veterinary Clinic because it is new and also because many donors already have an established relationship with a local for-profit veterinarian.

Cultural/ethnic/religious traits: Donors of all cultures, ethnicities and religions support ARF.

Education level: The education level of ARF's major, high-dollar donors is usually at a minimum 4-year degree. The top-tier donors are doctors, business owners, and company executives.

Lifestyle traits: Almost all ARF donors are pet-owners themselves. They are passionate about helping animals in the community and they treat their pets like family members.

Other relevant characteristics: ARF's donors are very family-oriented and committed to the well-being of the greater Muncie and Delaware County Community. One important characteristic is that ARF donors not only support ARF, but they also tend to support other local not-for-profits; thus, all these local nonprofits are all vying for the same donor dollars.

BENEFITS

What benefit or advantage does your organization offer donors?

"A Promise of Love," means that as soon as ARF commits to intaking an animal, that animal is an ARF furbaby for life. ARF will medically care for the animal, house the animal, and love the animal, scrutinize adoption applications to find the perfect family for the animal, and will always take the animal back if it does not work out with the adoptive family. Also, ARF is a "no-kill" shelter and will keep and care for all ARF animals for their entire lives if they do not get adopted. Some animals are considered "less than ideal" to adopters because they have special needs, medically, emotionally, or both. ARF loves these animals forever. The animals that ARF cares for permanently are endearingly referred to as "our Sanctuary babies."

How does this benefit differ from benefits available from other organizations?

Some other rescue shelters have to euthanize animals if they are "less than ideal" for adoption due to medical or emotional issues. ARF does not. Also, ARF scrutinizes adoption applications, does veterinary and personal reference checks in order to match up an animal with a perfect adopting family. Also, ARF has all animals medically treated, spayed/neutered and vaccinated by ARF's on-site veterinarian before adopting them out.

CHARACTERISTICS OF BOARD MEMBERS AND VOLUNTEERS: ISSUE

What does the public think about this issue?

Board members and volunteers know creating an annual fund is vital for the success of ARF.

What does the public want on this issue?

Board members and volunteers want the annual campaign to succeed.

What problem(s) does this public have related to this issue?

Board members and volunteers might not want to contribute to the success and effort needed to enact an annual campaign fund.

How free does this public see itself to act on this issue?

This public sees itself as free to act on this issue.

CHARACTERISTICS OF BOARD MEMBERS AND VOLUNTEERS: ORGANIZATION

How does or how might the key public affect your organization?

The passion and work ethic board members and volunteers bring to the project will affect the ultimate success or failure of the campaign.

How does or how might your organization affect this public?

The organization must provide incentive for board members and volunteers to participate and ignite their passion for the project.

What does this public know about your organization?

Board members and volunteers know more about ARF than any other publics.

What does the public think about your organization?

Board members and volunteers give of their time and resources to ARF, so they support its cause and see it positively.

What does this public expect from your organization?

Board members and volunteers expect continued success from ARF.

How much loyalty does this public have for your organization?

This public is extremely loyal to the organization and show this by giving of time and talent.

How organized or ready for action on this issue is this public?

The board members and volunteers might not realize the need for action on this issue yet. The Executive Director is definitely ready to take action and implement the Annual Funding Campaign, but time resources have proven to be limited.

How influential does this public see itself with the organization?

The board members and volunteers know they influence the organization. Board members definitely have more pull than volunteers and recognize that.

How influential does the organization see this public?

ARF sees board members and volunteers as critical influences on the campaign and organization's success.

CHARACTERISTICS OF BOARD MEMBERS AND VOLUNTEERS: COMMUNICATION

What personal communication channels do this public use?

Board members and volunteers use email, text messaging, phone calls, and word-of-mouth for their personal communication needs.

What organizational media does this public pay attention to?

Board members likely pay specific attention to ARF media and media received from similar organizations including nonprofits in the Muncie area. Volunteers are likely to do the same, although somewhat less likely to do so than board members.

What news media does this public pay attention to?

Board members and volunteers likely have time to dedicated to the organization and therefore also spend time absorbing the news.

What advertising or promotional media does this public pay attention to?

Board members and volunteers likely have personal preferences in which advertising and promotional media they pay attention to. However, much advertising and promotional media is presented to any individual in any given day.

Is this public actively seeking information on this issue?

Board members and volunteers likely seek out information on animal rights and ARF's activities since they dedicate their own time to the organization.

How likely is this public to act on information it receives?

The public is likely to act on information received regarding ARF since they already participate in the activities of the organization.

Who are credible sources and opinion leaders for this public?

Board members and volunteers listen to animal rights activists, successful nonprofit groups and the executive director of ARF.

CHARACTERISTICS OF BOARD MEMBERS AND VOLUNTEERS: DEMOGRAPHIC/PSYCHOGRAPHIC

ARF has 6 Board members:

Kathy White, President, is the CFO of Muncie Power Products. She is middle-aged, no children, and she rescues special needs dogs and has a feral cat community on her property here in Muncie. Bachelor's Degree.

Doug White is a Vice President at First Merchants Bank. He is middle-aged, no children, and is Kathy White's husband. Bachelor's Degree.

Kristie Lowe, Vice President, is a Certified Public Accountant with Estep*Doctor and Company. She is 44 years old, lives locally, and is a dog-lover and owner.

Mike Tschour is the President, CEO and owner of Pridemark Construction. He is middle-aged, lives here in Muncie, has a family with grown children, and 2 rescue dogs.

Steve Smith is the President & CEO of Mid-West Metal Products, the largest pet carrier and bed company in the United States. He has a family with grown children and one dog.

Terri Panszi is the founder of ARF. She is a life-long animal lover and rescuer and has spent her entire life saving animals. She has grown children & one grandchild. Her husband is a neurologist.

ARF volunteers range from ages 18 (college students) up to retired animal lovers.

BENEFITS

What benefit or advantage does your organization offer each board members and volunteers?

ARF offers board members and volunteers a worthy cause to dedicate their time to. It provides community involvement and a sense of helpfulness and service.

How does this benefit differ from benefits available from other organizations?

As of now, benefits offered to board members and volunteers at ARF do not differ from other organizations.

CHARACTERISTICS OF PET OWNERS: ISSUE

What does the public think about this issue?

Pet owners are grateful for what ARF has given them, and likely understand that it needs financial support but might be unwilling to give it.

What does the public want on this issue?

The public wants to love and care for their animal.

What does the public not want on this issue?

Pet owners likely do not want ARF to close.

What does the public need on this issue?

Pet owners need reinforcement and reminders about giving back to ARF.

What problem(s) does this public have related to this issue?

Pet owners might see themselves as doing ARF a favor by adopting their pet and do not feel the need to give any additional financial support.

How free does this public see itself to act on this issue?

Most pet owners feel free to act on this issue if they have the personal funds available.

CHARACTERISTICS OF PET OWNERS: ORGANIZATION

How does or how might the key public affect your organization?

Pet owners may offer insights, testimonials, word-of-mouth publicity, and monetary or other donations to ARF.

How does or how might your organization affect this public?

ARF allows pet owners to receive their pet. They may also provide additional information and support.

What does this public know about your organization?

This public knows how the adoption process works and has been on the ARF campus.

What does the public think about your organization?

The public may or may not see ARF in a positive light depending on their adoption process.

What does this public expect from your organization?

This public expects ARF to provide animal welfare and efficient communication.

How much loyalty does this public have for your organization?

If the pet owner had a positive experience with ARF, it is likely they feel somewhat loyal to the organization. If they had a negative experience, they likely have no loyalty to ARF.

How organized or ready for action on this issue is this public?

There is a range in how ready for action pet owners might be on this issue.

How influential does this public see itself with the organization?

Pet owners see themselves as somewhat influential in that they helped adopt an animal and support, love, and care for it.

How influential does the organization see this public?

ARF sees pet owners as influential in helping the flow and success of the organization.

CHARACTERISTICS OF PET OWNERS: COMMUNICATION

What personal communication channels do this public use?

Pet owners use email, text messaging, phone calls, and word-of-mouth to personally communicate.

What organizational media does this public pay attention to?

Pet owners often pay attention to organizational media from ARF due to their pet ownership given to them by ARF. However, their attention to other organizational media depends on their personal interests.

What news media does this public pay attention to?

Pet owners likely pay attention to news media but it depends on their personal habits.

What advertising or promotional media does this public pay attention to?

Pet owners see many advertisements and promotions each day, but their selective attention depends on their individual traits.

Is this public actively seeking information on this issue?

The public likely has an increased interest in animal welfare and organizations such as ARF but may or may not actively seek this information.

How likely is this public to act on information it receives?

Pet owners vary on how likely they are to act on information they receive. If they had a positive experience with ARF, they will be more likely to act on information received.

Who are credible sources and opinion leaders for this public?

Pet owners likely listen to other pet owners' experiences, community opinion leaders, and if they had a good experience, ARF.

CHARACTERISTICS OF PET OWNERS: DEMOGRAPHIC/PSYCHOGRAPHIC

The demographics & psychographics of pet owners are all over the board! Everyone of all ages, education levels and lifestyles enjoys the love of a pet!

BENEFITS

What benefit or advantage does your organization offer pet owners?

ARF allowed these pet owners to adopt a healthy furry friend at a lower price than they would from a breeder. ARF also promises to always take a pet back if it doesn't work out with the adoptive family. Also, once a family adopts from ARF, they can use ARF's veterinary clinic's services even if they don't meet the low-income requirements.

How does this benefit differ from benefits available from other organizations?

Other rescue shelters do not promise to take an animal back if it doesn't work out with the adopting family. Also, other rescue shelters do not always have the animals fully medically treated by a licensed veterinarian before adopting them out. Also, other rescue shelters do not offer a low-cost veterinary clinic's services for the remaining life of the pet.

Annual Campaign Fund Priorities Worksheet

G	F	E	D	C	B	A		
Government	Volunteers	Board members	Media	Donors	Animal rights activists	Pet owners	Pet owners	A
A3	A1	A2	D1	C2	A1	X	Animal rights activists	B
B2	F1	E1	D1	C2	X	A1	Donors	C
C3	C2	C2	C2	X	C2	C2	Media	D
D3	F1	E1	X	C2	D2	A1	Board members	E
E3	E1	X	E1	C2	F2	F1	Volunteers	F
X	F3	E3	D3	C3	B3	A3	Government	G

KEY PUBLICS:

1. DONORS
2. BOARD MEMBERS & VOLUNTEERS
3. PET OWNERS

Publics Breakdown

ARF PUBLICS			
CUSTOMERS	LIMITERS	ENABLERS	PRODUCERS
Pet surrenders	Muncie Animal Shelter	Animal lovers	Volunteers
Potential pet owners	Unconditional Love Foundation	Media	Staff
Pet owner communities	PETA	Donors	Donors
Animal rights activists	Animal abandoners	Potential pet owners	Board members
	Opinion leaders	Board members	Potential pet owners
	Government regulations	Volunteers	Animal rights activists
		Bloggers	
		Government	
		Animal rights activists	
		ASPCA	

Gift Chart

Gift Chart for ARF						
GOAL: \$125,000						
Gift Range \$	# of Gifts	Cumulative # of Gifts	Prospect #	Cumulative # of Prospects	\$ Per Range	Cumulative \$
\$2,500	5	5	15 (3:1)	15	\$12,500	\$7,500
\$1,000	4	9	24 (6:1)	39	\$7,000	\$19,500
\$750	5	14	20 (4:1)	59	\$9,000	\$28,500
\$500	18	32	54 (3:1)	113	\$9,000	\$37,500
\$250	20	52	60 (3:1)	173	\$5,000	\$42,500
0.01 % OF DONORS					34% OF GOAL	
\$50	200	252	600 (3:1)	773	\$10,000	\$52,500
6% OF DONORS					42% OF GOAL	
\$25	500	752	1000 (2:1)	1,773	\$12,500	\$65,000
\$10	1,000	1,752	5000 (5:1)	6,773	\$10,000	\$75,000
\$5	10,000	11,752	20,000 (2:1)	26,773	\$50,000	\$125,000

Suggestions for Social Media

FACEBOOK

- Do not use borders or overlaid text for pet names on photos (the more professional, the better)
- If time permits, edit pet photos for highest quality lighting, contrast, etc.
- (Use VSCO, a free photo editing app, to enhance photos--download from App store onto phone)

TWITTER

- Don't just link to Facebook photos or posts, instead post photo on Twitter
- Use humor and relatability to draw engagement
- "Who am I and where do I belong?" is used in what seems like every other post, mix up content
- Make use of hashtags

INSTAGRAM

- Do not post collages--instead use multiple photos feature (forces you to post about one subject at a time)
- Do not post text as a photo. Make that the caption. Use a photo to convey the message
- Do not post flyers directly. Use a more visually appealing design to convey message
- Do not post screenshots of Facebook page. Instead, link to the Facebook page, but post content followers will interact to and engage with
- As with Facebook, simple and quick photo editing can go a long way

IDEAS FOR WEEKLY CONTENT/IDEAS TO CONTINUE

- Feature pets for adoption (Multiple times per week, on all platforms)
- Feature adopted pets and their new families (Multiple times per week, on all platforms)
- Announce Proceeds for Paws through all platforms (include link to donation page and photos)
- Post on applicable holidays (all social platforms)
- Progress updates during campaign peak season (October through December)
- Post thank you's to volunteers (with permission)
- Post event promotion (when applicable)
- Supporter testimonials (when available)
- Questions or conversation starters
- Impact stories: how ARF is making a difference

GENERAL SUGGESTIONS

- Having a public relations or communications intern might help greatly with managing social content and other promotional materials

BEST PRACTICES & RESOURCES

RESOURCES

<https://mashable.com/2016/08/10/social-media-shelter-animals/#heR2OMG0akqt>

- Best Practices on Social Media
- Positive Messaging & Imaging
- Getting political about animals

<http://chewonthis.maddiesfund.org/2017/11/facebook-zero/>

- Optimizing website for SEO
- Google's Nonprofit Advertising Program

- Using YouTube
- Facebook Ad Manager

<http://chewonthis.maddiesfund.org/2016/08/put-long-stay-pets-in-the-witness-protection-program/>

- Marketing long-stay pets

<http://chewonthis.maddiesfund.org/2016/06/the-social-media-hashtag-if-all-you-do-is-build-it-they-wont-come/>

- How to Use Hashtags

<http://chewonthis.maddiesfund.org/2016/05/how-shelters-and-rescue-groups-can-use-the-facebook-pages-management-app/>

- Facebook Pages Management App

<http://chewonthis.maddiesfund.org/2015/10/first-comment/>

- Increasing Facebook engagement and reach
- Leaving the first comment

<http://chewonthis.maddiesfund.org/2014/07/how-social-media-hashtags-can-get-pets-adopted/>

- Using hashtags to get pets adopted
- Twitter focus

<http://www.maddiesfund.org/effective-dog-marketing-for-adoption.htm?p=topic11>

- Video on marketing dogs for adoption
- Using volunteers to help with social media

<http://www.maddiesfund.org/cat-marketing.htm?p=topic11>

<http://www.maddiesfund.org/high-volume-cat-adoptions.htm?p=topic11>

- Videos on marketing cats for adoption
- High volume cat adoption resources

<http://www.adweek.com/digital/shelters-use-social-media-strategy-find-homes-pets/>

- Social media guidelines to tug at the heartstrings

MARKETING

<http://www.maddiesfund.org/marketing-2.htm?p=topic11>

BEST PRACTICES EXAMPLES

Sydney Dogs and Cats Home

<https://sydneydogsandcatshome.org/>

- Beautifully designed website
- Great pet adoption promotion on website
- Help Us Donation section is appealing and shows progress and goal
- Fun "Logo My Pet" interactive activity
- Store
- Newsletter subscription sign up on main page
- Donation page includes suggested amounts with what each would provide

<https://www.instagram.com/sydneydogsandcatshome/>

- 20.2k followers on Instagram
- Use pet & wildlife photographer for photos (maybe a photography intern/volunteer could be an option for ARF?)
- Donation page linked to Instagram bio

Every Greyhound

<https://twitter.com/egreyhoundcomau>

- 4,760 followers on Twitter
- Pinned tweet linked to website with photo
- Retweeting relevant content
- Engage with dog-lovers
- Feature dogs for adoption with link to information about them and photo
- Funny captions
- Has a distinct and charismatic personality

Maddie's Fund

<https://twitter.com/MaddiesFund>

- 16.3k followers on Twitter
- Features original blogs
- News about animals
- Promotes employee continuing education on animals
- <https://www.facebook.com/maddiesfund>
- Videos of pets for adoption
- Blog features
- <https://www.instagram.com/maddiesfund/>
- 3,288 followers on Instagram
- Visually appealing photos

- Varying and unique hashtags
- Clever captions

Pets in Need

<https://twitter.com/petsinneed1965>

- 595 followers on Twitter
- Highlight holidays
- Videos of pets for holidays, occasions
- Lots of photos

Austin Pets Alive

<https://twitter.com/austinpetsalive>

- 27.3k followers on Twitter
- Cute photos of pets dressed for holidays
- Event promotion with well-designed promotional graphics attached to tweet
- Retweet large sponsor tweets (Titos, Bumble)
- Pet adoption appeals with photos

<https://www.facebook.com/austinpetsalive/>

- Thrift store promotion
- Events
- Thank you's to sponsors
- Adoption features with cute/clever captions and photos
- Holiday highlights

<http://apatailwaggers.org/>

- Non-gala fundraising event
- Lots of details
- Appealing event
- Adorable photos of guests with animals
- Lots (and large) sponsors

Social Media Content Calendar Template

Week	Network	Time	Content Type	Topic	Copy	Link	Photo
WEEK 1					WEEK 1: MONDAY, JUNE 4TH		
	FACEBOOK	10:00 AM	Pet Feature	Adoption	Are you missing a family member? Adopt today.		
		12:00 PM	Announcement	Annual Campaign Fund (ACF)	ARF has HUGE news! We are beginning our first annual campaign fund, Proceeds for Paws. Please consider an annual donation in order to sustain ARF for years to come.		
		2:00 PM	Family Feature	Adoption	Highlight family adopting pet		
		3:00 PM	Promotion	ACF Launch			
	TWITTER	5:45 AM	New Blog Post			http://ow.ly/aktF30c5d0Q	
		12:00 PM	Announcement	Annual Campaign Fund (ACF)	ARF has HUGE news! We are beginning our first annual campaign fund, Proceeds for Paws. Please consider an annual donation in order to sustain ARF for years to come.		
	INSTAGRAM	7:30 AM	Original Image			(insert image file link)	
		9:45 AM	Curated Image			(insert link to original image)	
		12:00 PM	Image	Annual Campaign Fund (ACF)	ARF has HUGE news! We are beginning our first annual campaign fund, Proceeds for Paws. Please consider an annual donation in order to sustain ARF for years to come.		
		2:15 PM	Boomerang				
		5:45 PM	Story				

Goals, Objectives, Strategies, & Tactics

Goal One

To increase the number of donors to ARF through marketing and communications tactics informing the public on the importance of the organization's mission

Objective 1: To increase the reach of communications distributed and encourage increased engagement of the Muncie community with ARF

Strategy 1: Send out promotional materials through email to past and potential donors

- Create an email template for all ARF emails to increase interest
- Link donation page in email for increased donation opportunities
- Link to social media accounts for increased reach through social media
- Establish a timeline for email appeals
- Assign intern/employee to send weekly emails
- Intern/employee inserts content into template each week
- Emails are sent to past and potential donors

Strategy 2: Increase engagement on social platforms to promote ARF's mission and work

- Create a list of suggestions to improve content posted on social media platforms
- Do research on the possibility of having a public relations or communications intern to help with social media management
- Gather photos for use on social media
- Seek content for social media posts
- Have intern/employee create monthly content calendars

- Post on social media multiple times per day

Objective 2: To increase the number of donors to ARF by 20 percent by campaign end

Strategy 1: Create an annual campaign fund to create consistent funding

- Complete research on local nonprofit fundraising practices
- Research nationwide nonprofit fundraising practices
- Analyze the current situation at ARF
- Analyze the organization of ARF
- Analyze the publics of ARF
- Set goals and objectives for campaign
- Establish messages and communication plan

Strategy 2: Generate increased web revenue

- Include donate links in Twitter and Instagram biography sections
- Draft donation asks for social media posting
- Ask for donations through social media and include link to donation page
- Draft email appeals to past and potential donors
- Send email appeals to past and potential donors

Goal Two

**To obtain consistent annual donations in order to ensure the future success of
ARF**

Objective 1: To reach out to the greater Muncie community for commitments to annual donations

Strategy 1: To identify the past donors to target for annual donations

- Analyze list of past donors for trends and donor behavior

Strategy 2: To identify the potential future donors to target for annual donations

- Analyze list of past donors for trends and donor behavior to find groups likely to give
- Find groups with which board members and employees are associated to target as potential donors

Strategy 3: Contact past and potential donors asking for annual donations

- Compile a list of past and potential donors
- Draft past donors direct mail appeal discussing the campaign
- Draft potential donors direct mail appeal discussing the campaign
- Draft past donors email appeal discussing the campaign
- Draft potential donors email appeal discussing the campaign
- Send targeted past and potential donors direct mail appeal
- Send targeted past and potential donors monthly direct email appeals during the campaign (3 emails per donor), only if they have not yet given

- Plan a telethon to call past and potential donors asking for support
- Recruit volunteers for telethon
- Draft talking points for volunteers at telethon
- Plan a benefit dinner at an outside location to raise funds for the campaign
- Send invitations to past and potential donors/influential community members for benefit dinner
- Send press releases to local newspapers (Muncie Star Press, Muncie Journal), and news stations (13WTHR, WIPB, FOX59, CBS4)
- Host a benefit dinner to raise funds for the campaign
- Send a pitch to Woof-Boom radio regarding the campaign and its promotion

Objective 2: To incite loyalty in annual donors

Strategy 1: Show appreciation to all donors

- Draft a thank you to send to donors
- Draft talking points for phone call thanking donors
- Draft personalized email (allow editing for personalization) to thank donors
- Send thank you's to all major donors after receiving a donation
- Send a personalized email and thank you letter to all mid-level donors after receiving a donation
- Send thank you letters to low-level donors with small hand-written note

Strategy 2: Make donors aware of where their money is going

- Draft newsletter updates to donors informing them of what their money is going to (email or direct mail, by donor preference)
- Send newsletter updates to donors

Strategy 3: Build personal relationships with large annual donors through lunch meetings

Strategy 4: Provide incentive for large annual donations

- Plan an experience for large annual donors to tour ARF's facilities and to engage with the animals at ARF
- Host the annual experience for large annual donors

Timeline

TASK	RESPONSIBILITY	1	2	3	4	5	6	7	8	9	10	11	12
Draft Happy New Year email appeal													X
Send Happy New Year email appeal		X											
Draft daily Facebook posts		X	X	X	X	X	X	X	X	X	X	X	X
Post daily Facebook posts		X	X	X	X	X	X	X	X	X	X	X	X
Draft spring direct mail appeal letter			X										
Send spring direct mail appeal letter				X									
Draft summer direct mail appeal letter						X							
Send summer direct mail appeal letter							X						
Draft fall direct mail appeal letter									X				
Send fall direct mail appeal letter										X			
Draft winter direct mail appeal letter												X	
Send winter direct mail appeal letter													X
Draft weekly emails		X	X	X	X	X	X	X	X	X	X	X	X
Send weekly emails		X	X	X	X	X	X	X	X	X	X	X	X
Send thank you's to donors		X	X	X	X	X	X	X	X	X	X	X	X
Draft spring newsletter (report, success)				X									
Send spring newsletter					X								
Draft fall newsletter (benefit, annual goal)								X					
Send fall newsletter									X				
Draft spring e-newsletter (report, success)				X									
Send spring e-newsletter					X								
Draft fall e-newsletter (benefit, annual goal)								X					
Send fall e-newsletter									X				
Draft press release for start of campaign										X			
Send press release for start of campaign											X		
Draft spring email appeal letter			X										
Send spring email appeal letter				X									
Draft summer email appeal letter						X							
Send summer email appeal letter							X						
Draft fall email appeal letter									X				
Send fall email appeal letter										X			
Draft winter email appeal letter												X	
Send winter email appeal letter													X
Plan benefit dinner									X	X			
Host benefit dinner											X		
Draft press release for benefit dinner									X				
Send press release for benefit dinner										X			
Draft thank you for all benefit attendees										X			
Send thank you for all benefit attendees											X		
Plan telethon											X		
Host telethon												X	
Draft talking points for all phone calls and visits										X			
Phone calls and visits with large donors											X	X	X
Planning for next year's annual fund (timeline, themes, needs, etc.)		X	X	X	X	X							

Evaluation

ARF will evaluate its Proceeds for Paws Annual Fundraising Campaign according to the following five-part plan:

1. Online survey among people who donated to ARF in all tracked history; the purpose of this survey will be to assess awareness about the campaign and attitudes toward it
2. Focus group of new donors to ARF, discussing the source of their information about the campaign and their reasons for donating
3. Content analysis of newspaper articles, radio and television news, reports, and newspaper letters to the editor and editorials, as well as online promotion, studying the positive/negative nature of the reports about ARF's campaign
4. Brief survey as part of the donation process, asking donors the source of their information about the ARF campaign
5. Analyze traffic to website and social media platforms

This will require the following pre-tests:

1. Website traffic
2. Social media platform traffic
3. Donation frequency
4. Yearly donation amounts

GOAL ONE

Evaluation of Objective 1:

Increase the reach and engagement

Strategy 1: Did we send out promotional materials to past and potential donors at least four times during the campaign? Did the number of online donors increase?

Strategy 2: Did we obtain a communications/public relations intern? Did social media postings increase? Did the number of followers on each social media platform increase? Did engagement (likes, comments) increase on all social media posts?

Evaluation of Objective 2:

Increase the number of donors to ARF

Strategy 1: Did we use the promotional materials provided to us? Did we finish all tasks on our timeline? If so, which were most effective in receiving donations? If not, which did we not complete? Why? Did online donations increase? Did mail-in donations increase? Which was more common, online or mail-in donations?

Strategy 2: Did we include our donation page link in all our social media biographies? Did we see an increase in online donations? Where did most of our donors find the link to our donation page?

GOAL TWO

Evaluation of Objective 1:

Increase Muncie community commitment to annual donations

Strategy 1: Did we create a list of past donors? Are we keeping record of all donors in multiple places?

Strategy 2: Did we create a list of potential donors? Did we check all relevant local sources for potential donors?

Strategy 3: Did we send out at least three email appeals to all past and potential donors? Did we personalize the appeals? Why or why not? Did we host a telethon? Was it successful? How many volunteers did we have? How many donations did we receive? Did our talking points work when talking to potential donors? Did we host a benefit dinner? If not, why? If so, how much money was raised as a result of the dinner? How many attendees were there? Did local media cover the event?

Evaluation of Objective 2:

Incite loyalty in annual donors

Strategy 1: Did we send donors thank you's to applicable donors? Did we receive any responses? Did we call applicable donors? Were they thankful? Did we send personalized emails to applicable donors? Did we receive replies?

Strategy 2: Did we send out newsletters at least twice a year? Did we communicate where donor dollars went? Did we receive any responses from donors in reference to spending?

Strategy 3: Did we meet with large annual donors for lunch? How did the meetings go? Did donors increase or decrease their donations as a response to these meetings? Did donors recruit friends or colleagues to donate because of the relationship fostered with ARF?

Strategy 4: Did we invite large annual donors to ARF for a visit? Did we allow these donors to interact with the animals? Did the donors increase their donation amounts as a result? Did we provide an opportunity for additional donations at the event? Did donors express appreciation for the event?

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(n.d.). Maddie's Fund. Retrieved from <https://twitter.com/MaddiesFund>

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(n.d.) Tailwaggers. Retrieved from <http://apatailwaggers.org/>

Appendices

DIRECT MAIL APPEALS

1209 W. Riffin Rd.
Muncie, IN 47304
765.282.ARFF (2733)



Proceeds for Paws

Dear

ARF truly appreciates all you have done in the past to support our cause. It is because of donors such as you that we are able to operate and continue to provide shelter and care for animals in need.

ARF has operated for 20 years now (founded in 1998) on 100% donations and the occasional grant. About 1/2 of ARF's staff are volunteers and the other 1/2 start at \$8.00/hour with no benefits. Everyone who is part of the ARF family works tirelessly because we love the furbabies.



Keenan was brought to the ARF's PAW Veterinary Clinic for low-income pet owners by a friend of Keenan's previous owner. The friend saw Keenan's condition and knew that he needed immediate help. Dr. Veneskey and her clinical team treated Keenan's bite wounds and severe case of mange. We offered to keep and care for Keenan, and his previous owner agreed to surrender him to ARF. Throughout his treatment, Keenan was (and is) the sweetest puppy. He was calm, quiet, and grateful as his wounds were treated. Within a week of treatment, he was wagging his tail, playing, and giving the ARF staff kisses like a really happy puppy! ARF staff and volunteers spoiled him with special food, massaged coconut oil into his scabby skin as the mange cleared up, and snuggled and played with him every day until his wonderful new family came to adopt him.

You can help us to foster more stories like Keenan's. We are beginning a new program called **Proceeds for Paws** to help sustain our organization for years to come. The one-time donations are very much appreciated and needed, but in order to sustain long-term, the ARF furbabies need your ongoing commitment. Please consider setting up a recurring 100% tax-deductible monthly donation.

For less than the price of one cup of coffee per day, you will help save the unwanted, abandoned, and neglected animals in our community. Your donation can help to provide shelter, medical care and loved to abused, abandoned, neglected and unwanted animals for years to come. For \$7 per day, one ARF animal may be cared for with shelter, medical care, food, utilities, insurance, grounds, maintenance, cleaning supplies and payroll.

You help to make so much good happen at ARF—from meals to medicine to soft beds. Thank you. I hope you will continue your commitment to the animals by making a generous gift to ARF today.

Each and every animal in our care means the world to us, and we are gracious for your continued support. Your gift today makes a difference tomorrow and each day!

With gratitude,

Jody Leddy
Executive Director

1209 W. Riggin Rd.
Muncie, IN 47304
765.282.ARFF (2733)

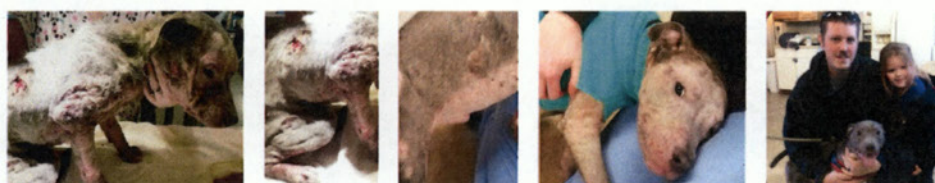


Proceeds for Paws

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With gratitude,

Jody Leddy
Executive Director

DONATION CARD



Proceeds for Paws

I would like to join in ARF's mission to provide shelter, medical care, and love to abused, abandoned, neglected, and unwanted animals until permanent homes can be found. I have indicated below the method of support that I prefer.

One-Time Donation

Donation by Check

- ☐ Check in the amount of \$ _____ is enclosed.
☐ Post dated check in the amount of \$ _____ is enclosed.

Donation by Credit Card

☐ VISA ☐ MC Amount: \$ _____

CARD # _____

EXPIRATION DATE _____

NAME _____

SIGNATURE _____

Thank you for your generous gift! It will go directly to supporting providing pets care and love.

Automatic Monthly/Yearly Donation

Recurring Donation through Bank

- ☐ \$10 ☐ \$25 ☐ \$50 ☐ Other: \$ _____
☐ I have attached a VOID check.

Recurring Donation by Credit Card

☐ VISA ☐ MC Amount: \$ _____

CARD # _____

EXPIRATION DATE _____

*Please complete for recurring donations

I hereby authorize Muncie ARF to arrange automatic withdrawals from my checking account or credit card, **on the _____ (1st or 15th) day of each month** for the payment of my pledge. I understand that I may cancel this authorization at any time with written notice.

NAME _____

DATE _____

SIGNATURE _____

Please complete this form and return in postage-paid envelope provided. All donations are tax-deductible under section 501(c)(3) of the Internal Revenue Code.
 Your support is greatly appreciated!

THANK YOU & ENVELOPE

Facebook: MuncleARF Twitter: @munclearf Instagram: @munclearf



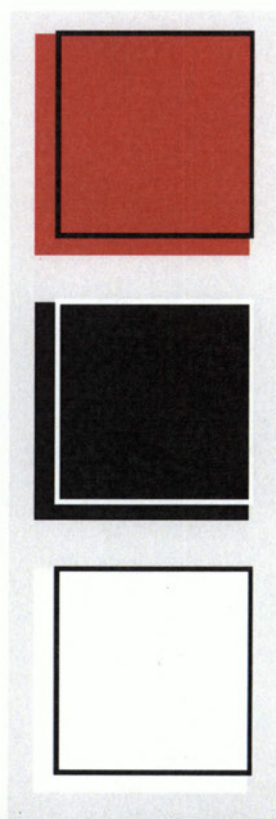
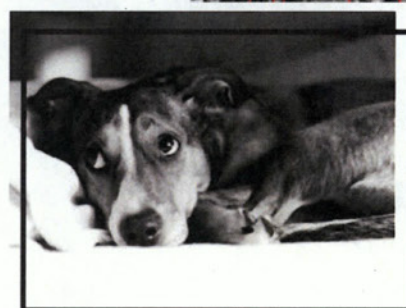
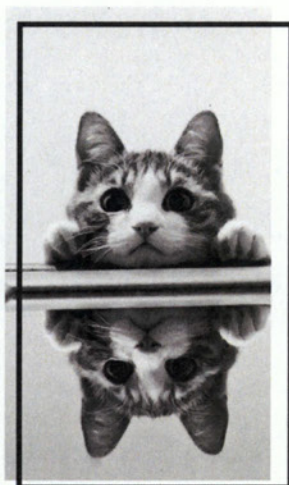
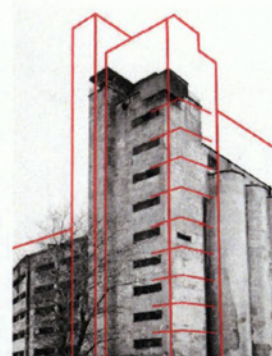
Thank You



1209 W. Riggin Rd.
Muncie, IN 47304
765.282.ARFF (2733)

Addressee Name
Company Name
Address
City, State, Zip

MOOD BOARD



Proceeds for Paws

ABCDEFGHIJKLMNOPQRSTUVWXYZ

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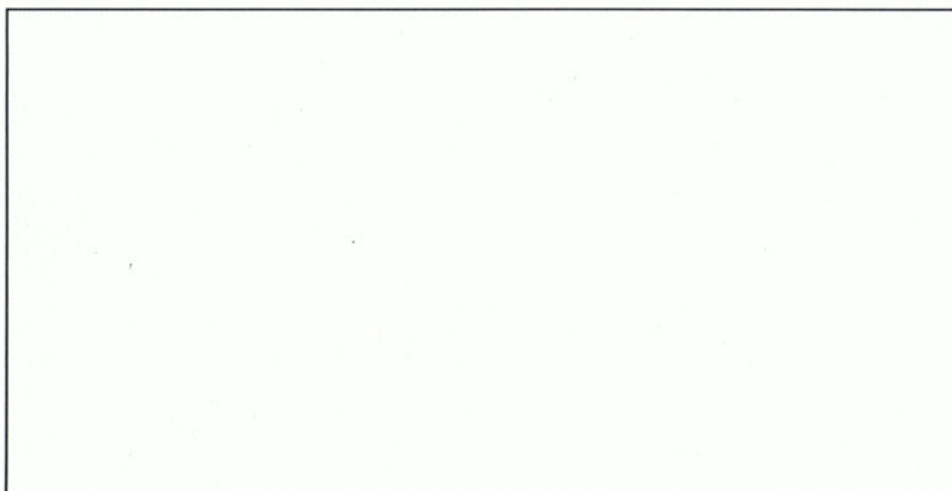
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NEWSLETTER TEMPLATE

DATE



HEADER



Subhead

BY AUTHOR

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SNEAK PEEK

01

Header One

02

Header Two

03

Header Three

Donate at: <https://munciearf.com/donate-arf/>

Check us out online: Facebook: MuncieARF Twitter: @munciearf Instagram: @munciearf

DATE _____



Subhead

BY AUTHOR

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“Quote!”

-Said Who

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Donate at: <https://munciearf.com/donate-arf/>

Check us out online: Facebook: MuncieARF Twitter: @munciearf Instagram: @munciearf

TELETHON PLANNING

Event Outline

ARF Telethon | Saturday, November --, 2018 | 10:00 AM – 4:00 PM

EVENTS TEAM	Jody Leddy, Administrative assistant, Interns (if applicable), Volunteers								
OVERVIEW	Event: ARF Telethon Guest Count: Employee Arrival Time: 9:00 a.m. Volunteer Arrival Time: 9:45 a.m. Location: ARF Campus Parking Notes:								
CONTACT	ARF Main Contact: Office: 765.282.2733 Cell:								
TIMELINE	<table> <tr> <td>9:00 AM</td><td>Employees arrive and set up phones and scripts</td></tr> <tr> <td>9:45 AM</td><td>Volunteers arrive</td></tr> <tr> <td>10:00 AM</td><td>Calls begin, social media coverage begins</td></tr> <tr> <td>4:00 PM</td><td>Event ends</td></tr> </table>	9:00 AM	Employees arrive and set up phones and scripts	9:45 AM	Volunteers arrive	10:00 AM	Calls begin, social media coverage begins	4:00 PM	Event ends
9:00 AM	Employees arrive and set up phones and scripts								
9:45 AM	Volunteers arrive								
10:00 AM	Calls begin, social media coverage begins								
4:00 PM	Event ends								
SETUP	Set up phones for 15 volunteers Set up scripts next to phones Provide each volunteer with water								
EVENT NOTES	Additional notes for staff: - Prepare thank you's to give to volunteers at departure								

Ideas:

Recruit volunteers from Ball State University and local committee

Invite board members to come for 1-2 hours of event

Break volunteers into shifts: 10 AM - 12 PM, 12 PM - 2 PM, 2 PM - 4 PM

Check out this script for calls:

http://www.supportingadvancement.com/revenue/scripts/af_west_virginia_u.pdf

TELETHON SCRIPT

Hello, may I speak with ____?

Hi, _____. This is _____ calling from Muncie Animal Rescue Fund. How are you today?

Hint: If the prospect doesn't have time to talk or is busy, schedule a call-back.

I'm calling to talk to you about some exciting things happening at ARF and to discuss our Annual Giving fund.

Make conversation. Ask open-ended questions. Have a conversation, not a survey!
The goal is to build a relationship with the prospect!

A great question to use is: Have you been to ARF's campus lately?

And talk about you – tell the prospect something about you & let them get to know you!

* When appropriate, slowly transition from rapport to business *

To make sure you're receiving all the latest news from ARF, I want to be sure we have your most updated information.

I have your address as _____. Is this correct? And do you have an email address you'd like us to record? (or verify the existing one).

Hint: If prospects ask why you're collecting this information, explain that you need a proper address to send the upcoming newsletter.

Well, as I mentioned earlier, I am calling about your participation in the Annual Fund for ARF, called Proceeds for Paws.

We're calling all of our friends because we depend on your support for important projects and programs within ARF.

I've spoken with several people today who have been really positive about giving to ARF.

I'm asking everyone to consider a "Top Dog" level gift that would ensure that ARF can achieve its goals in the coming year.

You can become a Foundation Partner with a gift of \$1000.

Could we count on you for a gift at this level today?

Hint: Offer two payments for gifts over \$500. Ask with confidence. Don't just ask for a gift or for support. Ask for the specific dollar amount for that level. Remember that people won't give unless they're asked.

Be quiet and wait for an answer.

Hint: This is the tough part, but the next person to speak after you ask for the specific pledge should always be the prospect.

If the prospect says yes:

"Thanks for your generous support. It's friends like you who help to keep ARF strong."

If the prospect says no:

"I understand that a gift of that size may not be possible for you this year. Something I try to mention to everyone I talk with is that every gift makes a difference at ARF. You have been a generous donor in the past – would you consider a gift of \$500 this year?"

Hints: Respond to their objection before you go onto another level. If you don't, the prospect will not feel that you are listening to them. Before each ask, give a good reason why they should give. If the prospect cannot give at this time but would like to make a pledge, defer the payment date as late as December 28, 2018. Check for matching gifts early and use them in your ask and/or use installment payments for gifts over \$500.

If the response is still no:

I would really like to include you in the number of friends who have decided to support ARF this year. Could you help ARF with a gift of \$25 to increase our participation?

Hints: Stay positive and keep your tone upbeat throughout the entire ask. Do not let any frustration show!

If the prospect decides not to give:

I am sorry that you are not able to participate this year. Thank you for taking the time to speak with me. Have a great evening!

The CLOSE must be completed with every pledge. If any part of the close has not been presented to a prospect, the gift/pledge is not considered a legitimate transaction.

Many companies match gifts their employees, or their employee's spouses, make to charities. If I can take a minute and get your current employment information, I can check to see if your company participates in the program.

Helpful hints: Always ask for a matching gift, it's free money. For the campus to receive the matching gift, the employee must fill out a form from the employer and send it in with their gift.

Our preferred method of processing our contributions is with a credit card. We accept almost all cards – which do you prefer to use tonight? [Pause and wait for a response.]

YES: [Record the following info:] Name on card (note in comments box if different from prospect screen), Billing address (verify same as prospect screen), Credit Card Type, Credit Card Number (repeat to donor), Expiration date, IVC # (Visa, MC & AMEX only)

NO: If NO, jump to pledge confirm by check.

FOR CREDIT CARD GIFTS: Okay, just to confirm, we'll charge your gift of \$____ to your (type of card) and allocate your gift to (FUND). You will receive a gift receipt in about ten days. Thank you so much for your time and support. It's been a pleasure speaking with you. Have a great evening.

FOR PLEDGES BY CHECK: Okay, just to confirm, I'll record your pledge to (FUND) in the amount of \$____. I'll send out your pledge letter which you should receive in about a week and you may return your gift in the postage paid envelope within 30 days. Thank you so much for your time and support. It's been a pleasure speaking with you. Have a great evening!

BENEFIT DINNER PLANNING

Event Outline

ARF Benefit Dinner | Saturday, October --, 2018 | 7:00 – 10:00 PM

EVENTS TEAM	Jody Leddy, Administrative assistant, Interns (if applicable), Volunteers
OVERVIEW	Event: ARF Benefit Dinner Guest Count: Employee Arrival Time: 5:00 p.m. Volunteer Arrival Time: 6:00 p.m. Guest Arrival Time: 7:00 p.m. Food Out: 7:30 p.m. Location: Parking Notes:
CONTACT	ARF Main Contact: Office: 765.282.2733 Cell: Catering: Linen: Music: Bar Service:
TIMELINE	Events Team fulfills setup needs as outlined below. Have room set by 2:00 pm day of. 6:45 PM Music begins 7:00 PM Guest arrival, bar opens 7:30 PM Welcome (Jody) + Food Out 7:45 PM Slideshow/Video 10:00 PM Event ends
SETUP	

LINEN & TABLE DECORATIONS	
EVENT NOTES	Additional notes for staff: - - - - -

Ideas:

Big Brothers Big Sisters of Muncie had a fundraising event at MadJax -- consult for prices

Donations of services would be ideal

Have photos of pets for adoption at the event -- adoption forms there for interested attendees

Donation forms present, challenge guests to make a recurring donation

Silent auction

Check out this website for planning tips:

<https://bestfriends.org/resources/animal-shelter-fundraising-ideas>

STYLE GUIDE

Logo:



Color scheme: Red (R:209, G:0, B:17; C:11.37, M:100, Y:100, K:2.92), white, black

Typefaces:

Eurofurence (dafont.com for installation)

Kohinoor Bangla

CAMPAIGN START PRESS RELEASE

FOR IMMEDIATE RELEASE

Animal Rescue Fund
 1209 W. Riggan Rd. Muncie, IN 47304
 765.282.ARFF (2733)
 Name of Contact
 Contact email

Date

First Annual Fundraising Campaign for Muncie Animal Rescue Fund to begin in October

MUNCIE, Ind. — Have you ever wondered what it would be like to know you helped an animal in need? Beginning in October, you could. The Muncie Animal Rescue Fund (ARF) will begin its first annual fundraising campaign in order to provide sustainability for years to come. The campaign will seek to preserve the mission of ARFs so that abused, abandoned, neglected, and unwanted pets may receive shelter, medical care, and love now and in the future.

"ARF has grown substantially in recent years, and our intention is to continue that growth by ensuring recurring donations. We have named the campaign Proceeds for Paws," said Leddy.

It costs ARF \$----- a year to remain open and functioning. Approximately -- percent of this budget goes to payroll. Without a way to secure consistent funding, ARF might not exist in the future, leaving animals stranded. For \$---, a pet can be fed for a --. For \$--, you can ----.

"When people decide to donate to ARF, they should know their money is working in the lives of these animals and of those in the community. ARF pairs these animals in need with families who can benefit from having a pet in their home. Bringing

smiles to the faces of the adopters and the pets gives me immense joy each day," said Leddy.

To show support for ARF, visit <https://munciearf.com/donate-arf/> to donate.

###

Muncie ARF is a nonprofit organization dedicated to providing shelter, medical care, and love to abused, abandoned, neglected, and unwanted animals until permanent homes can be found. ARF uses educational efforts, public awareness, and community involvement to relieve animal suffering. To contact Muncie ARF, call 765.282.AFFF (2733) or visit <https://munciearf.com/>.

BENEFIT DINNER PRESS RELEASE

FOR IMMEDIATE RELEASE

Animal Rescue Fund
1209 W. Riggin Rd. Muncie, IN 47304
765.282.ARFF (2733)
Name of Contact
Contact email

Date

**Benefit dinner for Muncie Animal Rescue Fund to be held
on October -- at ----**

MUNCIE, Ind.—Have you ever wondered what it would be like to know you helped an animal in need? On Saturday, October --, you could. An event will be held at ---- from 7 to 10 p.m. to honor those who help pets in need and will encourage individuals to adopt from Muncie Animal Rescue Fund (ARF). Animal Rescue Fund executive director Jody Leddy is excited about this being ARF's first Black Tie & Tales.

"The benefit dinner will celebrate all ARF has accomplished in recent years, and our intention is to show how much joy a four-legged friend could bring into guests' lives and choose to adopt. We also hope to raise funding for our first annual Proceeds for Paws, an annual fundraising campaign," said Leddy.

"The campaign was created with the intent of providing sustainability for years to come. We hope to preserve the mission of ARF so that abused, abandoned, neglected, and unwanted pets may receive shelter, medical care, and love, for years to come," said Leddy.

According to The American Society for the Prevention of Cruelty to Animals (ASPCA), research shows that approximately 6.5 companion animals enter U.S. animal shelters nationwide each year. Approximately 3.3 million are dogs, and 3.2 million are cats. Of this 6.5 million, 3.2 million shelter animals are adopted this year. The number of animals saved by shelters are increasing dramatically. There has been an 18.5 percent increase in national adoptions from 2011 to 2016.

"There's nothing like the loyalty and unconditional love of a pet to balance the fast-paced, high-tech nature of life today. We experience much more stress in our lives now than we did 10 years ago, but when you walk in the door and your pet rushes to meet you with enthusiasm, the troubles of the day melt away. Knowing that you can support these animals and bring them a better life while also improving the lives of their human companions is an unmatched feeling," said Leddy.

To show support for ARF, visit *Link to reservation page* for further information and registration. "Send to a friend" or "Spread the Word" by clicking on the section or button on the website.

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DIRECT EMAIL APPEALS

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Muncie, IN 47304
765.282.ARF (2733)

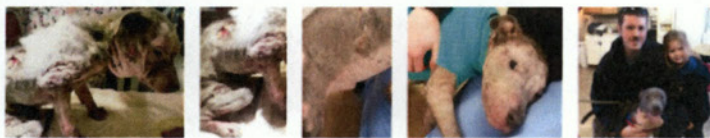


Proceeds for Paws

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Keenan was brought to the ARF's PAW Veterinary Clinic for low-income pet owners by a friend of Keenan's previous owner. The friend saw Keenan's condition and knew that he needed immediate help. Dr. Veneskey and her clinical team treated Keenan's bite wounds and severe case of mange. We offered to keep and care for Keenan, and his previous owner agreed to surrender him to ARF.

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ARF staff and volunteers spoiled him with special food, massaged coconut oil into his scabby skin as the mange cleared up, and snuggled and played with him every day until his wonderful new family came to adopt him.

You can help us to foster more stories like Keenan's. We are beginning a new program called [Proceeds for Paws](#) to help sustain our organization for years to come. The one-time donations are very much appreciated and needed, but in order to sustain long-term, the ARF furbabies need your ongoing commitment. Please consider setting up a recurring 100 percent tax-deductible monthly donation.

For less than the price of one cup of coffee per day, you will help save the unwanted, abandoned, and neglected animals in our community. Your donation can help to provide shelter, medical care and loved to abused, abandoned, neglected and unwanted animals for years to come. For \$7 per day, one ARF animal may be cared for with shelter, medical care, food, utilities, insurance, grounds, maintenance, cleaning supplies and pay roll.

You help to make so much good happen at ARF--from meals to medicine to soft beds. Thank you. I hope you will continue your commitment to the animals by making a generous gift to ARF today.

Each and every animal in our care means the world to us, and we are gracious for your continued support. Your gift today makes a difference tomorrow and each day!

With gratitude,

Jody Leddy
Executive Director

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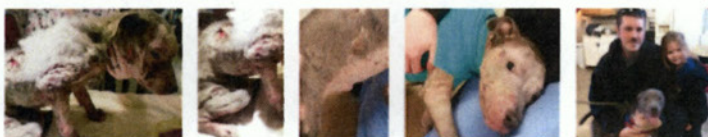


Proceeds for Paws

Dear -----,

A.R.F. relies on donors in order to keep our doors open and to continue to provide shelter and care for animals in need.

ARF has operated for 20 years now (founded in 1998) on 100% donations and the occasional grant. About 1/2 of ARF's staff are volunteers and the other 1/2 start at \$8.00/hour with no benefits. Everyone who is part of the ARF family works tirelessly because we love the furbabies.



Keenan was brought to the ARF's PAW Veterinary Clinic for low-income pet owners by a friend of Keenan's previous owner. The friend saw Keenan's condition and knew that he needed immediate help. Dr. Veneskey and her clinical team treated Keenan's bite wounds and severe case of mange. We offered to keep and care for Keenan, and his previous owner agreed to surrender him to ARF.

Throughout his treatment, Keenan was (and is) the sweetest puppy. He was calm, quiet, and grateful as his wounds were treated. Within a week of treatment, he was wagging his tail, playing, and giving the ARF staff kisses like a really happy puppy!

ARF staff and volunteers spoiled him with special food, massaged coconut oil into his scabby skin as the mange cleared up, and snuggled and played with him every day until his wonderful new family came to adopt him.

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The main story

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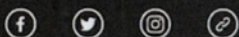
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